SPRING 2017 Newsletter



SAVE-THE-DATE! October 11-12, 2017 ACHE-SETC Annual Conference on Healthcare Leadership Offers 12 Hours of Face-to-Face CEUs. See inside for details!

Quarterly Newsletter for ACHE-SETC Members & Allied Professionals

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From the President's Desk



Welcome to the Spring Edition of the ACHE-SETC Newsletter! This quarterly communication provides you an opportunity to catch up on news about your local chapter and see what events you may be interested in attending during 2017 and have exposure to information you may have missed. We have another very busy year with numerous educational events, community outreach programs, BOGE review course, "What's Up, Boss?", a 6day diversity workshop, our annual Healthcare Leadership Conference, and a one-day symposium. The dates of these activities are listed on the next page and details are provided within the newsletter.

Jeanna Barnard, FACHE President, ACHE-SETC The 1st Quarter Education, February 23rd, was off to a great start with guest speaker Armando Nahum. Over 200 s

members and guests listened intently to his very personal presentation. I encourage you to read a summary of his astonishing chronicle beginning on page 7 of this newsletter.

It was in September 2014, when our Chapter had the pleasure of celebrating the 10 year anniversary of the "What's Up, Boss?" (WUB) in the Texas Children's Hospital, hosted by President/CEO, Mark Wallace. When Mark was President of ACHE-SETC in 2005 he came up with an idea of bringing together, in one room, key healthcare leaders willing to share their career experiences with early and mid-careerist and offer career advice. This novel program became very popular and ACHE-SETC continues the tradition of providing this unique event generally every two years. I am pleased to announce we will conduct our next program on Thursday, August 31, The Junior League of Houston.

Very soon, our Chapter's Administrator will be sending out WUB invitations to key healthcare leaders in the southeast Texas region. If you receive one of these invitations I hope you will say yes that you will attend as a guest table host. Registration for early and mid-careerists to attend WUB should be open by mid-June.

Sincerely, Jeanna

> ACHE BOGE Fellow Advancement Review Course (Facilitated by Jack Buckley, FACHE)

Saturday, <u>May 27</u>, 2017, 7:30am – 5:00pm

Learn more and register today! ache-setc.org

Save the Dates!

Events You May Not Want to Miss!

<u>2017</u>

2nd Quarter Educational Session May 11, 7:00A.M. – 9:00 A.M. The Junior League of Houston Speaker: Benjamin Chu, MD President, Memorial Hermann Health System

ACHE BOGE Review Course

May 27, 7:30A.M. – 5:00PM Memorial Hermann Memorial City System Services Tower, 1st Floor Bunker Hill Conference Room

15thAnnual Disparities Workshop June 19-24: Rice University

3rd Quarter Educational Session August 3, 7:00 A.M. – 9:00 P.M. **The Junior League of Houston Speaker: Jonathan Perlin, MD** Chief Medical Officer, HCA, Inc. Nashville, TN

What's Up, Boss? Thursday, August 31, 5:30 P.M. – 8:00 P.M. The Junior League of Houston

SETC ANNUAL HEALTHCARE LEADERSHIP CONFERENCE

Wednesday and Thursday, October 11-12, 6:45AM – 5:00PM Rice Bioscience Research Collaborative, TMC

ACHE-SETC/ 17th Annual Golf

Tournament - Friday, Sept. 29 Registration: 12 Noon Start Time: 1P.M. Tour 18 Golf Club, Humble, TX

4th Quarter Educational Session November 9, 7:00 A.M. – 9:00 P.M. The Junior League of Houston Speaker: Tejal Gandhi, MD President/CEO, National Patient Safety Foundation, Boston, MA

2017 Healthcare Symposium (Collaborative Conference sponsored by SETC, MGMA, HFMA, and CPA Foundation, local professional assocs.) Wednesday, November 15 United Way of Greater Houston

REGENT'S MESSAGE

Hello Everyone! Hope you enjoyed the short winter.

A Spring event reminder:

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.



Todd A. Caliva, FACHE

As many of you know, next week the <u>2017 Congress on Healthcare</u> <u>Leadership</u>, "Discovering Possibilities & Opportunities," will be held March 27–30 at the Hilton Chicago/Palmer House Hilton. Join your colleagues in Chicago 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

Thank you for your continued support of ACHE and ACHE-SETC.

Todd

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





1st Quarter Educational Session, Feb. 23, 2017 – Over 200 healthcare professionals gathered in the Junior League of Houston ballroom to hear guest speaker, **Armando Nahum**. (Presentation summary, page 7)

To view photos taken during the session click on the following link: CLICK HERE

Awards and Announcements

ACHE Awards

Jeanna Barnard, FACHE, ACHE-SETC President, presented to the following two recipients, ACHE awards (in recognition of their volunteer contribution to healthcare management excellence through their volunteer service to the profession, ACHE-SETC and ACHE).



L, Lee Revere, PhD – Program Director and Associate Professor, UT Health Science Center. Dr. Revere is also the Secretary and Assistant Treasurer of the ACHE-SETC Board.



L, **Huda Terraz** – Health System Specialist for Patient Care Services, Michael E. DeBakey VA Medical Center

Congratulations Lee and Huda for your outstanding services to your local Chapter and ACHE!

SPRING 2017 Newsletter

Regent Awards

Todd Caliva, southeast Texas Regent and President of the Educational Foundation of the SETC, presented Regent Awards (each Regent is encouraged to provide an award for outstanding healthcare executives in his or her jurisdiction) in the way of a certificate and etched crystal sculpture award. The following careerists were publicly recognized during the 1st Quarter Educational Session:



L, **Mark Biscone**, PhD, FACHE – Senior Performance Excellence Consultant, CHI St. Luke's Health.

Craig Cordola, FACHE – Senior Vice President, Regional President, Memorial Hermann Health System.





Cris Daskevich, FACHE – Senior Vice President, Texas Children's Pavilion for Women.

Note: Cris was not present to receive her award, due to a previously scheduled out-of-the-country business trip on behalf of Texas Children's Hospital.

Richelle Webb- Dixon, FACHE – Director, ACHE-SETC Board. Richelle was also publicly recognized as the incoming national chair of the National Association of Health Service Executives <u>and</u> for her recent induction into the University of Michigan's Hall of Fame (Michigan Women's Track & Field).

Congratulations to Mark, Craig, Cris, and Richelle! Thank you for all that you do to support ACHE and ACHE – SETC.



ACHE-SETC Board Observers

One of the updates made to the Chapter's Bylaws in the latter part of 2015 was a provision for engaging younger affiliates of the ACHE, as they begin their early careers in healthcare, by offering an opportunity each year for one student and one Administrative Resident <u>or</u> Fellow, to serve on the Board as board observers.

During the opening remarks of the 1st quarter breakfast session, Jeanna Barnard announced that two candidates have been selected to serve as ACHE-SETC board observers for 2017. **Hannah Parks**, a MHA graduate of Texas A&M and an Administrative Fellow employed by Kelsey-Seybold Clinic, along with **Carlos Correa**, currently enrolled in Texas Woman's University in the MHA graduate program, were ask to stand and be recognized by the audience. Jeanna asked the audience to join her in congratulating the two selectees.

Congratulations Hannah and Carlos! The ACHE-SETC Board is looking forward to your participation on the board.

ACHE-SETC Schedules a Board of Governors (BOGE) Review Course

Did you know that at least 43 members of ACHE-SETC completed a Fellow application prior to January 1, 2017? And furthermore, they must pass the BOGE <u>by December 31, 2017</u> to advance or must reapply! Also, there are at least 214 chapter members who may be eligible to "advance" and have not completed a Fellow application (i.e., they are new to the process). So, when Jeanna Barnard announced at the 1st quarter session that ACHE-SETC is scheduling a one-day BOGE Review Course Saturday, May 27 at the Memorial Hermann City Campus System Services Tower, Bunker Hill Conference Room, many of you may be thinking about registering for this course. If so, please avoid further delay, <u>REGISTER TODAY</u>! If you have any questions about the course please contact: <u>don.gibson@foundation-setc.org</u> Board of Governors Exam Fee Waiver_Campaign: March 1–June 30! See page 13 for details.

A part of career development, as a healthcare professional, should include earning the distinction of becoming a certified Fellow (FACHE) in the American College of Healthcare Executives. A FACHE means you have acquired the expertise and experience and you are committed to continuing education. It is a credential that indicates a level of achievement in your profession and it should serve you well.

ACHE-SETC to Receive ACHE Award of Distinction

It was announced at the breakfast session that ACHE-SETC will be awarded and recognized at the ACHE Congress for achieving two of the four ACHE award performance standards in 2016 (Award of Distinction was based on our chapter exceeding the standard in index attendance hours [we had 35,000 plus attendee hours in 2016 vs. 15,000 plus the year before] and member satisfaction. Congratulations to Jack Buckley, FACHE, past-president for his leadership and to our members for all their support in helping achieve such an honor from ACHE. Let's see if we can do that again as well as meet the other two standards (net membership growth and advancement of eligible members). When a chapter meets all four performance standards they receive the Board of Governors Award. **The ACHE Chapter Member Needs Survey should be coming out about the second week of May**. Your positive response to those survey questions will make a difference. Thank you, in advance, for participating in the survey.

Mentors Needed

ACHE-SETC is very proud of their Executive Mentorship Program. The purpose of the Program is to assist students and early healthcare careerists in their growth and development. In addition, the intention of the Program is to motivate students and healthcare careerists to be active members of ACHE at the national and local level throughout their career.

Ashley McClellan, FACHE, President and Chief Executive Officer of the Woman's Hospital of Texas is the chair of the Program. On Ashley's behalf, during Jeanna's opening remarks, she requested that any c-suite executives interested in serving as a mentor to please contact Ashley (ashley.mcclellan@hcahealthcare.com) or Jeanna (jeanna.barnard@hcahealthcare.com).

ACHE-SETC Community Outreach Event Results

Jeanna announce the results of the Chapter's Community Outreach event on Saturday, February 18 at the Houston Food Bank. Twenty three volunteers, representing ACHE-SETC, helped assemble over 6,400 lunch backpacks for needy elementary school children in the Houston, Texas metro area. Photos of happy volunteers as follows:



Enthusiastic Volunteers

from Perkins+ Will/ Genesis Planning (Houston) were, R – L, Jimeca Sims, Andres Ovalles and Jim Osborne.



16 Very Happy Volunteers that were not camera shy! The 23 that volunteered were:

Tyara Barge Douglas Blackard Scott Dooley Puneet Freibott Eber Lopez Jim Osborne Alexis Robson Gabrielle Scott Jimeca Sims Amanda Thomas Itohowo Umoh Erica Willis

Mark Biscone Shamsha Damani Donnelle Flythe Adrianne Hudspeth Carlos Omana Andres Ovalles Melanie Rubio Shereen Siddiqui Whitney Taylor Andre Thomas Kenneshia Walker

Special thanks to all the volunteers that surrendered their Saturday to help the needy. Your support is greatly appreciated!

1st Quarter Guest Speaker: Armando Nahum

ACHE-SETC President, Jeanna Barnard, had the pleasure of hearing Armando Nahum speak during a HCA conference last year and she highly recommended him for the Chapter's first educational session of the year. His message was so apropos to this year's Chapter theme, "*Driving Patient Experience through Quality and Efficiency*". Here is a summary report of Armando's presentation by Chapter volunteer, Alla Adams, PhD:



ACHE-SETC's 1st Quarter Educational Session, February 23, featured keynote speaker, Armando Nahum, sharing personal details about his family's experience with healthcare providers. His family was so profoundly affected by their emotional encounter and resulting tragedy they developed a foundation called Safe Care Campaign. Armando's journey to raise awareness of hospital associated infections began after an unfortunate series of events, which culminated in the death of his son Josh, who was 27. Three of Armando's family members became infected in three different hospitals, in three different states, within 10 months from November 2005 to September 2006, which led to serious health-related consequences. As he shared his story, which was heart-wrenching to many healthcare professionals in the audience, he spoke about the experiences of patients' family members as they closely observe the care process of their loved ones and noticed every single detail, including those that might be overlooked by the clinicians.

Armando emphasized that the care-safety issues, including hospital-acquired infections, affect everyone involved - the patients, their families and the clinical staff. He also spoke about infection-related statistics that he learned by working closely with the Centers for Disease Control and Prevention. In the United States more than 4,600 patients per day become infected as a result or complication of their medical care. Of the 4,600 patients infected daily, 271 die from their infections every day. In total, that is more than 99,000 lives lost in the U.S. annually, with more people dying of these infections than all of the people in the U.S. who die each year of AIDS, breast cancer and automobile accidents combined.



With more than 1.7 million health care associated infections per year in our country, and the problem of antibioticresistance ever-widening, the need for prevention looms heavier now more than ever before. Safe Care Campaign's focus is on emphasizing the importance for the healthcare providers to work closely with the patients' family members. As a result of these efforts, a model was created, named the Patient and Family Partnership Councils for Quality and Safety, aimed to increase engagement between patients and families and providers for better healthcare outcomes. Armando pointed out that prevention begins with leadership. It is not enough just to have a welldesigned model. Most importantly, it is essential to get the senior leaders of hospitals aboard and lead the specific strategies offered by the model. One of the videos that Armando presented showed interviews of senior hospital administrators from different facilities and different states. The interviewees shared their belief that patients and families see their care process differently, not the same as seen by their providers. They have a whole different perspective and working with patients and families is crucial. It is not just about improving patient satisfaction scores; it is really about advancing significantly the organization's level of professionalism. Patient and families views must be a focal point of the information used for making decisions.



Armando also discussed the importance of having a corporate strategy supporting disclosure and apology (e.g., candor). The wounds from medical errors go deeper than just physical and reach far beyond the individual patient. For patients and for providers, apology may be the first step to healing. Patients who are satisfied are less likely to sue. It has been found that anger, not injury is the trigger for most malpractice claims. Families want to make sure that the healthcare errors that happened to their loved Ones will never happen to anyone else.

Many studies suggest that empathy and good interpersonal skills may decrease the likelihood of malpractice claims.

Armando co-produced a patient safety video with the Centers for Disease Control and Prevention – the health care counterpart to the Federal Aviation Administration safety demonstration that airlines are required to show passengers before every flight. The video was created to be used as part of every hospital admission to teach patients how to insist on safe care through the practice of hand hygiene.

In conclusion, Armando emphasized again that the key point, as in every initiative, that it is paramount the top administration of the facility or system must strongly support a well-communicated wholeprevention effort. Making their stance known among all clinical and non-clinical personnel and taking definitive action to ensure compliance of hand hygiene as well as other prevention guidelines is vital as a foundation upon which all other care quality and safety initiatives can be built.



Armando spent more than an hour after the session answering questions from numerous attendees



<u>SAVE-THE-DATE – May 11-12, 2017 SETC Annual Healthcare Leadership Conference</u>

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. Earn 12 hours of ACHE Face-to-Face CEUs 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 click here. Also watch for emails and/or website (www.ache-setc.org) 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.

Special Recognition



Jack Buckley, FACHE, Past President, ACHE-SETC, is honored by Jeanna Barnard, FACHE, President, ACHE-SETC, for his outstanding leadership and committed services to the Chapter for 2016 with a token of appreciation.

In addition to his continued services on the Board, Jack will be facilitating the ACHE-SETC BOGE Review Course Saturday, May 27.

Congratulations Jack!



SAVE-THE-DATE – August, 31, 2017 SETC What's Up, Boss?"

This year's "What's Up, Boss?" (WUB) will be held at The Junior League of Houston. The purpose of this program is to provide health administration graduate students, administrative fellow, early and mid-careerist the opportunity to meet and learn from multiple seasoned leaders about their career choices and seek advice that might help them further develop their career path.

The event begins at 5:30 P.M. for light refreshments and at least 30 minutes of general networking. Between 6:00 P.M. and 6:15 P.M. everyone will be asked to be seated at tables of five (with one seat reserved for a healthcare leader, the table host/guest). The first course will be served around 6:30. During the course of the evening (until about 8:00 P.M. or shortly thereafter) approximately 35 - 40 executives (number will vary based on number of attendees that register) will rotate among the tables every 20 minutes. Some attendees may meet as many as three executives during the whole process.

Registration should be open on line by mid-June. Event fees are: ACHE Member (\$50); Non-ACHE Student Associate (\$25) and Non-ACHE Student Associate (\$40).

Valid reasons why you should attend this event:

- An opportunity to meet and engage in dialogue with many professional healthcare leaders from the southeast Texas region
- Personal (face-to-face) chance to further develop your network of relationships
- A value-added experience of building a responsible network
- A chance to get to know others and letting them know you
- Deliberate networking that allows you to develop professional relationships with people that may provide you with future assistance as you progress I your career objectives (network or not work!)
- An opportunity to turn brief conversations into lasting connections
- A wonderful time to enhance your ability to make appropriate comments and ask intelligent questions
- An occasion to increase your visibility

ACHE NEWS

Join the ACHE Official Group on LinkedIn

LinkedIn is a social networking tool to help members exchange information, build contacts and share ideas. Join the ACHE Official Group on LinkedIn today to make new business contacts with other ACHE members and enhance your current relationships with a growing online network of leaders in the healthcare field. This group is exclusively for ACHE members.

To join the ACHE Official Group on LinkedIn, you must have a profile. To create a profile, visit <u>LinkedIn.com</u>. Once you have completed your profile, you are ready to join your colleagues around the country

<u>Click here</u> to get started now.

Summer Enrichment Program

ACHE believes a diverse healthcare workforce is best equipped to recognize and address disparities in care and access, effectively improving health for all. This year, ACHE and IFD are co-promoting the Summer Enrichment Program (SEP) to expand healthcare-related internship opportunities for diverse individuals. The SEP places diverse students pursuing advanced degrees in healthcare administration or a related field in internships at hospitals and healthcare organizations throughout the nation. Experienced healthcare leaders mentor SEP interns, and host sites gain access to up-and-coming, diverse talent.

As a healthcare field, we must accelerate our efforts to diversify our workforce, leadership teams and governing boards to ensure the effective delivery of healthcare to an increasingly diverse patient population. Please consider hosting an SEP intern in 2017.

For more information on becoming a host site, visit <u>ache.org/SummerEnrichmentProgram</u> or contact Cie Armstead, director, Diversity & Inclusion, ACHE, at <u>carmstead@ache.org</u> or (312) 424-9306, or Terra L. Levin, FACHE, CAE, regional director, Division of Regional Services, ACHE, at <u>tlevin@ache.org</u> or (312) 424-9329.

New Websites for the Journal of Healthcare Management and Frontiers

ACHE's publishing division, Health Administration Press, has recently partnered with Wolters Kluwer, a global leader in professional information services and the publisher of more than 300 health-related journals. The partnership will expand digital distribution of ACHE's journals to academic libraries and healthcare institutions, as well as implement best-in-class journal practices that will enhance search capabilities and online discoverability through Wolters Kluwer's Ovid database platform.

New websites for the Journal of Healthcare Management and Frontiers of Health Services Management were launched in January and include a more robust catalog of archived content. The full run of back issues for Frontiers is currently available, and the complete archive for JHM will be developed throughout 2017. Previously, the digital editions for both journals were only available from 2006 to present day.

Digital conversion of the full run of both journals will not only extend the content available to ACHE members, it will also preserve important historical resources and perspectives for the field of healthcare administration as a whole.

As an added benefit of the partnership, ACHE members now will have digital access to both JHM and Frontiers. Previously, digital access had been limited to one journal of the member's choice. Members who currently receive a print copy of a journal will continue to do so under the new partnership.

Members may visit the new journal websites at ache.org/Journals. You will be prompted to log in with your ACHE credentials. Choose the journal you want to view, and you will be redirected to the new sites. The new sites feature a responsive design and are easily viewed on mobile devices.

Healthcare Executive magazine will continue to be available in the current digital format at ache.org/Publications and in the digital publications app. For more information about the partnership with Wolters Kluwer, your online access, or your print subscription, please contact HAP at <u>hapbooks@ache.org</u>.

Enhance Your Congress Experience with 2017 Congress App

Get the latest information about ACHE's 2017 Congress on Healthcare Leadership, and heighten your on-site experience with the <u>official Congress mobile app</u>. The 2017 Congress App is now available for download on

a wide variety of mobile devices and on your personal computer. Once you've registered for Congress, visit <u>ache.org/CongressApp</u> to select the version you prefer, or search your device's app store for "ACHE 2017." The complimentary 2017 Congress App is loaded with features to enhance your Congress experience. If you are registered for Congress, you also can access a <u>web version of the app</u> for event information, faculty bios, schedule and session details, maps, a Chicago city guide and other helpful items. In addition, Congress attendees have access to exclusive features, such as the attendee roster, digital versions of the session handouts and more. Log in using the email address you used to register for Congress.

ACHE Senior Executive Program

The ACHE Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have included senior or executive directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to become a CEO.

The program's locations and dates are as follows:

Chicago (June 5–7) San Diego (Aug. 14–16) Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. Participants grow professionally in a supportive learning environment over the course of three multiday sessions. 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. The program features three primary focus areas: "Charting Your Leadership Course," "Leading the Value-Ready Healthcare Enterprise" and "Guiding Enterprisewide Change."

Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie L. Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit ache.org/SeniorExecutive.

ACHE Executive Program

The Executive Program is designed to help mid-level managers in healthcare refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over three multiday sessions.

The Executive Program will be held at the following locations and dates: Chicago (June 5–6) San Diego (Aug. 14–16) Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. 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. The program features three primary focus areas: "Charting Your Leadership Course," "Preparing for Accountable Care" and "Managing for an Uncertain Future."

Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie L. Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit <u>ache.org/Executive</u>.

Board of Governors Exam Fee Waiver Campaign: March 1–June 30

The Board of Governors Exam fee waiver promotion allows eligible ACHE Members to save \$200 when they submit their Fellow application between March 1 and June 30, 2017.

*<u>Eligible Members</u> must submit their completed Fellow application, \$250 application fee and meet all requirements—including the three years of ACHE membership tenure and five years of healthcare management experience—by June 30 to receive approval to take the Board of Governors Exam. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee.

For more information on recent changes to the application process requirements, go to ache.org/FACHE.

ACHE's Leader-to-Leader Program

When you share the value of ACHE membership with your colleagues by encouraging them to join or advance to Fellow status, you can earn points to obtain rewards such as gift certificates toward ACHE education programs, clothing, a travel mug and a fitness tracker. If you sponsor three or more Members who successfully achieve Fellow status, you can even be entered into a raffle for a free registration to ACHE's Congress on healthcare leadership.

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, 2017, will expire on Dec. 31, 2018). You can check your point balance in the My ACHE area of ache.org. To ensure colleagues mention your name, referral cards are available for you to 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 <u>ache.org/l2l</u>. ACHE Member Communities Enhance Membership Experience

ACHE's Asian Healthcare Leaders Forum, Healthcare Consultants Forum, LGBT Forum and Physician Executives Forum, enhance value for ACHE members through a package of benefits tailored to their unique professional development needs.

AHLF helps increase the representation—through leadership and professional development—of Asian-Americans in healthcare executive management, policy and administration. Visit <u>ache.org/AHLForum</u> to learn more.

The Healthcare Consultants Forum can help healthcare consultants stay ahead of the curve and more effectively meet client needs through targeted resources. More information is available on <u>ache.org/HCForum</u>, where interested consultant members can join.

The LGBT Forum enhances representation of lesbian, gay, bisexual and transgender healthcare executives and promotes high-quality care for LGBT individuals and their families. The Forum provides opportunities for personal and professional growth to members in various healthcare settings and at all career stages. To learn more or to join, visit <u>ache.org/LGBTForum</u>.

The Physician Executives Forum offers education, networking and relevant information that address the top issues physician executives face, such as leading quality initiatives and enhancing interdisciplinary communication skills. Visit <u>ache.org/PEForum</u> to find out more about the Forum's benefits and to join.

Benefits of membership in any of the forums include a special designation on ACHE's online Member Directory, an e-newsletter and the opportunity to participate in an exclusive ACHE LinkedIn Group dedicated to the respective member community.

The cost of membership for each forum is \$100 per year, in addition to ACHE annual dues.

ACHE Call for Nominations for Regent-at-Large

The ACHE Board of Governors is calling for applications to serve as Regent-at-Large in Districts 2, 3, 4 and 5 beginning March 2018. ACHE Fellows are eligible for Regent-at-Large vacancies within their district.

District 2 consists of the District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia and West Virginia.

District 3 consists of Illinois, Indiana, Iowa, Kentucky, Michigan, Nebraska, Minnesota, North Dakota, Ohio, South Dakota and Wisconsin.

District 4 consists of Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee and Texas.

District 5 consists of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington and Wyoming.

The primary purpose of the Regents-at-Large positions is to promote in ACHE governance a more diverse representation relative to race, ethnicity, gender and sexual orientation. The responsibilities of the Regent-at-Large, including suggested knowledge, skills and experience, are included in the position description posted at ache.org/RegentAtLarge. Appointments will be made by the Board of Governors in November 2017.

Candidates should not directly contact members of the Board of Governors to request letters of support. Fellows from Districts 2, 3, 4 and 5 may apply to serve by sending a letter (see specifications below) via U.S. mail postmarked between Jan. 1 and July 15 to Caitlin E. Stine, American College of Healthcare Executives, 1 N. Franklin St., Suite 1700, Chicago, IL 60606-3529.

Materials can also be sent via email to <u>cstine@ache.org</u> or faxed to (312) 424-2836. All candidates will be listed in the Member Center of ache.org under the heading "Regent-at-Large Declared Candidates." Any candidate not listed by July 31 should contact Caitlin E. Stine immediately. If prospective candidates have any questions about the application process, they should also contact Caitlin E. Stine.

Application specifications: To be considered, applications must include:

A statement, in the form of a letter, by the candidate that addresses his or her qualifications for the position, including the demographic characteristics, knowledge, skills and experience.

A professional resume of education and work experience.

Candidates may include up to two letters of support for their candidacy. Letters of support may not be solicited from current members of the ACHE Board of Governors.

ACHE Call for Nominations for the 2018 Slate

ACHE's 2017–2018 Nominating Committee is calling for applications for service beginning in 2018. 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 1 (two-year term ending in 2020) Nominating Committee Member, District 4 (two-year term ending in 2020) Nominating Committee Member, District 5 (two-year term ending in 2020) Four Governors (three-year terms ending in 2021)

Chairman-Elect

Please refer to the following district designations for the open positions: District 1: Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

District 4: Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas

District 5: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming

Candidates for Chairman-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chairman-Elect and Governor candidates and the composition of the Board of Governors.

Candidates for the Nominating Committee should submit only a letter of self-nomination and a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and must be received by July 15. All correspondence should be addressed to Richard D. Cordova, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2017–2018 Nominating Committee will be held March 28, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 26.

To review the Candidate Guidelines, visit <u>ache.org/CandidateGuidelines</u>. If you have any questions, please contact Julie Nolan at (312) 424-9367 or <u>jnolan@ache.org</u>.

6 Ways to Boost Alignment and Improve Strategy Execution

Developing an efficient and innovative new strategy can be challenging, but not nearly as challenging as aligning people in an organization to successfully execute that strategy, according to a recent Harvard Business

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Review article. Summarized below are six steps to help your leadership team boost alignment and create focus around the "highest-impact actions that will drive the organization's most important outcomes."

- **1. Define the one most important outcome.** Identifying the most important thing your team hopes to accomplish in the next 12 months will help clarify your next steps.
- **2. Distinguish the most essential people.** Your strategy may require a team effort, but it's also crucial to recognize whose job is most essential to achieving the organization's goal. Doing so will help focus leaders' efforts and resources.
- **3. Have key players pinpoint their primary contribution.** Similar to how your team should identify one outcome, your key people should identify their one pivotal strength related to the strategy and their one key contribution. Simplicity is a must when it comes to maintaining momentum.
- **4. Conduct coaching sessions.** Leaders should have "laser-focused, 30-minute one-on-one coaching sessions" to ensure headway is being made and progress is on track.
- **5.** Gather and report data. Coaching sessions give leaders the chance to collect data on trends and organizational obstacles team members are facing. Sharing data with the previously identified key people can help drive priorities forward.
- **6. Enhance performance.** Have the key contributors fill out surveys on how the organization's key strategy is progressing and whether they feel the 30-minute coaching sessions are valuable or effective. This information can help leaders improve their strategy execution.
 - Adapted from "Execution Is a People Problem, Not a Strategy Problem," by Peter Bregman, Harvard Business Review, Jan. 4, 2017.

The Social Side of Emotional Intelligence: Bad Habits to Avoid

Recent studies show likability can be traced back to a few social skills such as sincerity, transparency and understanding. According to Travis Bradberry, author of the best-selling book Emotional Intelligence 2.0, people with high emotional intelligence often possess such skills. They also tend to avoid the following bad behaviors, which can make you unlikeable:

- Humble-bragging and self-deprecation
- Being too serious or unsociable
- Not asking enough questions during a conversation
- Emotional instability, e.g., throwing things, screaming, etc.
- Using your phone while interacting with people
- Name-dropping to seem important or interesting
- Gossiping
- Being close-minded
- Over-sharing personal information or problems

"When you build your awareness of how your actions are received by other people, you pave the way to becoming more likable," wrote Bradberry.

 Adapted from "<u>7 Things Wildly Successful People Do Before 7:30 A.M.</u>," by Travis Bradberry, Forbes.com, Jan. 24, 2017.



Future leaders that help your Chapter events function as seamless as possible

Front row: L – R, Alyssa Marie Villanueva (TWU); Tyara Barge; Jennifer Phan (TWU) **Backrow:** L – R, Isha Rawalji (TWU); Ramona Lobo (UHCL); Sierra Bigler (TX A&M); Shelly Brewster (TWU) David Campos (TWU); Shiv Divanji (TWU); Amreen Charolia (TX A&M); Neha Singh (UCHL); Cescely Collins **Absent from photo:** Michelle Tran (TWU) and Brittany Scally (TWU)

Student Volunteers' Team Leaders



Tyara Barge, MHA Texas Woman's University





Cescely Collins, MHA Texas Southern University

Thank you Volunteers for all the work you do to support ACHE-SETC! You are greatly appreciated!



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SPRING 2017 Newsletter

ACHE-SETC Healthcare Leadership Conference October 11-12, 2017 Rice Bioscience Research Collaborative

Join your colleagues October 11-12, 2017 for another year of cutting-edge topics!

ACHE-SETC and the Educational Foundation of the SETC are pleased to announce they will conduct their Annual Conference on Healthcare Leadership in the Rice Bioscience Research Collaborative building in the IMC on October 11 and 12.

This Conference is another opportunity for ACHE members to earn 12 hours of Face-to-Face CEUs and several hours of ACHE Qualified Education CEUs during a two-day event. This event is considered to be one of the largest state and national gathering of health system decision-makers in Texas, including board directors, chief executive officers, chief operating officers, chief medical officers, chief nursing officers, physicians, nurses, department managers and other health leaders representing various sectors and professions in health regions, hospitals, long-term care organizations, public health agencies, community care, mental health and social services. In addition, this conference draws participants from government, universities, professional associations, consulting firms, architectural firms and several other industries.

The 2017 Conference theme is 'Value-Based Leadership". Value-based leadership in healthcare is a direct reflection of the American College of Healthcare Executives' values: integrity, lifelong learning, leadership and diversity.