VALUE-BASED LEADERSHIP
IS YOUR HOSPITAL MANAGEMENT TEAM PREPARED FOR THE FUTURE?

SAVE-THE-DATE

SETC’s Annual Healthcare Leadership Conference will be held on October 11-12, 2017 at Rice Bioscience Research Collaborative, Texas Medical Center!
Summer Greetings! Hope you are enjoying your summer in spite of the heat and humidity. Welcome to the chapter’s Summer Edition newsletter.

You may have noticed my new last name…I’m thrilled to let you know that on May 27th, I became Mrs. Wesley Bamburg. Wesley, who also works in healthcare, is a blessing to my children and me!

As predicted in the Spring Edition, the chapter is very busy this year and there is much more headed your way with events that include the “What’s Up, Boss?” program (if you’re an early or mid-careerist, you definitely do not want to miss this opportunity on August 31 at the Junior League, to listen to seasoned executives about their experiences and ask their advice about career choices. Register before it’s too late.).

If you’re in need of ACHE Face-to-Face CEUs or would like to attend outstanding educational sessions and learn from healthcare experts on topics like, “Essential Qualities Healthcare Boards Look for When Hiring CEOs of the Future”; “Developing High Performance Teams”; “The Role of Leadership in Robust Process Improvement”, to name a few, you will want to register early in order to take advantage of the Early Bird Special Rate which ends September 1.

Attention all golfers! September 29, SouthEastTexasChapter is pleased to host its annual golf tournament. Golfers and those interested in being a sponsor please contact the chapter’s office (quantumleadership@ache-houston.org).

There’s much more ahead and you can read the details in the following pages.

Thank you for all that you do to support ACHE-SETC.

Jeanna
**Message from the Regent’s Desk**

Todd A. Caliva, FACHE  
CEO, Clear Lake  
Regional Medical Center

**Summer 2017**

Greetings Texas-Southeast Colleagues,

With the summer season here, I hope this Regent update finds you well.

If you attended the chapter’s first and second quarter breakfasts this year, hopefully you enjoyed listening to Armando Nahum’s poignant family message on raising awareness of hospital associated infections and Dr. Ben Chu’s presentation on how health-care organizations can utilize technology to improve quality and efficiency. Both presenters were well received by the audience.

Special thanks to Armando and Dr. Chu for their inspiring presentations.

This year our theme has been "Driving Patient Experience through Quality and Efficiency." The next breakfast session will continue this theme with a presentation by Dr. Jonathan B. Perlin, MD, PhD, Chief Medical Officer of Hospital Corporation of America (HCA) on "New Opportunities for Learning and Improving at-Scale: The Digital Dividend of Meaningful Use". Dr. Perlin visited our chapter a few years back, and delivered a great presentation. We are looking forward to his thoughts on August 3, about competing and effective approaches to decreasing hospital-acquired infection in intensive care units, as well as the attributes of a Learning Health System.

**Major Upcoming Events:**

**August 3, 2017:** 3rd Quarter Educational (Breakfast) Session featuring keynote speaker, Dr. Jonathan B. Perlin, MD, PhD. The Junior League of Houston Ballroom, Houston, Texas. To Register: [https://ache-setc.org/](https://ache-setc.org/)

**August 31, 2017:** "What's Up, Boss" The Junior League of Houston Ballroom, Houston, Texas. It is an opportunity for many of you to learn strategies that may be helpful in managing your career proactively. To Register: [https://ache-setc.org/](https://ache-setc.org/)

**September 29, 2017:** SouthEastTexasChapter 17th Annual Golf Tournament, Tour 18 Golf Club, Humble, Texas, [https://ache-setc.org/](https://ache-setc.org/)

**October 11-12:** SETC Annual Healthcare Leadership Conference. You have the opportunity to earn 12 ACHE Face-to-Face CEUs at the conference. Rice Bioscience Research Collaborative. Visit [https://ache-setc.org/events/](https://ache-setc.org/events/) for more details about topics and presentation times.

**November 15:** Healthcare Symposium Sponsored by ACHE-SETC, HFMA – Texas Gulf Coast HFMA, Gulf Coast MGMA and Houston TSCPA Foundation. United Way of Greater Houston. ACHE-SETC will offer 3 hours of ACHE F2F CEUs.

Thank you for your support and participation in the ACHE – SouthEast TexasChapter. I look forward to seeing you soon.

*Todd*

todd.caliva@hcahealthcare.com
Thursday, August 31, 2017 SETC’s “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 5:15 P.M. for light refreshments and at least 45 minutes of general networking. About 6:00 P.M. everyone will be asked to be seated at tables of five (with one seat reserved for a healthcare leader host/guest). The first course will be served around 6:15. During the course of the evening (until about 8:00 P.M. or shortly thereafter), approximately 30 executives (number may 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 entire process.

Registration is now open. Event fees are: ACHE Member ($50), Non-ACHE Student Associate ($25) and Non-ACHE Student Associate ($40).

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
- Thoughtful networking that allows you to develop professional relationships with people that may provide you with future assistance as you move forward with your career objectives (it’s 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 Membership Account Database Upgrade

Did you know that ACHE upgraded its membership database on Wednesday, June 14? You must reset your password before you can access your account information and complete transactions in the new system. You can view this video for instructions on how to reset your password and activate your account in the new system.
October 11-12, 2017 SETC Annual Healthcare Leadership Conference

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: “Value-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. To Register: CLICK HERE!

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.
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, Chief Executive Officer of The Woman’s Hospital of Texas, is the chair of the Program. Any c-suite executives interested in serving as a mentor please contact Ashley (ashley.mcclellan@hcahealthcare.com).

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 ache.org/l2l.

Student Donates Kidney

UT School of Public Health student and ACHE Fellow Mark Biscone participated as a living donor in kidney transplantation.

To view the article about Mark’s journey copy and paste the link below: https://sph.uth.edu/news/story/m-p-h-student-donates-kidney/

Mark Biscone (left) and Matt Aklan (right)
Endorsing ACHE National Call to Action to Eliminate Healthcare Disparities

By Jack Buckley, FACHE, ACHE-SETC Past President

It used to be that healthcare executives were satisfied taking care of each patient who came through the doors of our facilities and returning to from where they had come in better shape. As an example, for an obstetrical patient, we were pleased to have delivered the mother and her infant and returned them to their home in two days. Patients undergoing open-heart surgeries were hospitalized for three weeks post-surgery; hip surgeries required three to four weeks of inpatient therapy. Today those surgery patients are discharged four and two days post-surgery.

Today, we are working to keep entire populations healthy and not utilize the expensive resources of the hospital through better programming to care for the patient in alternate facilities, including their homes and in community facilities (e.g., churches, senior community centers, etc.) and work to keep the patient healthy so that they do not require the hospital facilities.

While we have experienced the miracles of modern medicine and seen these wonderful improvements in care, we also have come to learn that we are caring for different patients in ways that might not be meeting their needs from a cultural perspective.

Several examples of cases: Economic and health status examples.

To assist our leaders in understanding better the true health disparities we are finding, the #123forEquity pledge has been initiated to more fully understand the issues surrounding cultural sensitivity to the patients we are privileged to serve. Our clinical staff members are doing much of the heavy lifting. As leaders, what can we do differently (and better) to facilitate the outcomes of improved health status and the elimination of health disparities in our communities we serve?

The Board of Directors of the ACHE Southeast Texas Chapter in late 2016 encouraged leaders to do more to engage in the discussions and leadership opportunities to eliminate health disparities. A brief conversation with Tomas Leon, then President and CEO of the Institute for Diversity in Healthcare Management, suggested that while the provider organizations can engage and energize the #123forEquity pledge, leadership groups can formally endorse the national call to action to eliminate healthcare disparities and engage and challenge the members of their leadership (Boards) to increase the collection and use of race, ethnicity and language preference data; increase the cultural competency training; and increase the diversity in leadership and governance.

Continued on Next Page
Simply to undertake these initiatives within the leaders’ own organizations is going to fall short. To move the needle, the ACHE-SETC Board supported the challenge for every organizational leader to commit to the following three steps:

1. Take the Pledge—Pledge to achieve the three areas of the Call to Action within the next 12 months;
2. Take Action—Implement strategies that are reflected in your strategic plan and supported by your Board and leadership; and
3. Tell Others—Achieve the goals and be recognized.

Please see the attached for the resolution approved by the Board. Of note are items 6 and 7 from the resolution:

- Engage in dialogue with your governance and leadership teams on how you reflect the community you serve and what actions to take during 2017 to address any gaps.
- Alert five colleagues to your journey and encourage them to in the journey to eliminate healthcare disparities.

Our Resolution is available on our website [https://ache-setc.org/](https://ache-setc.org/). We discussed the #123forEquity pledge at our last two ACHE Educational Breakfast sessions. Other resource material from the Institute for Diversity in Healthcare Management is also available on the website.

**2nd Quarter Special Guest Speaker: Dr. Benjamin Chu**

ACHE-SETC’s 2nd Quarter Educational Session, May 11, featured keynote speaker Dr. Benjamin Chu, MD, MPH, MACP, former President and CEO of the Memorial Hermann Health System. He was speaking just one month before his resignation on June 19, when Dr. Chu indicated in a press release that he plans to "continue his mission to enhance access to high-quality care and improve the overall health of our population."

Dr. Chu’s presentation topic was “Driving exceptional end-to-end patient care experiences through system integration.” He explored how healthcare organizations can utilize technology to improve quality and efficiency, discussed why consumers increasingly want to access healthcare through digital platforms, presented how Highly Reliable organizations can deliver exceptional care experiences, and defined the end-to-end patient experience and the difference between the end-to-end provider experience. For the entire presentation and slides, click on the following [link](https://ache-setc.org/).
News From ACHE National

Introducing Executive Diversity Career Navigator! See It … To Be It!

Specifically for diverse healthcare professionals, the Executive Diversity Career Navigator Version 1.0, which launched April 27, features an array of career development tools and resources (the vast majority are complimentary) designed to empower diverse healthcare professionals through every stage of their careers. Unlike any other career development website, EDCN features the “voice” of diverse senior-level healthcare executives, sharing the successful strategies they have developed through their unique career journeys.

EDCN is a collaborative effort between the following healthcare organizations dedicated to advancing executive diversity:

- American College of Healthcare Executives
- Asian Healthcare Leaders Forum
- Institute for Diversity in Health Management
- LGBT Forum
- National Association of Health Services Executives
- National Association for Latino Healthcare Executives

We invite diverse healthcare executives to visit edcnavigator.org, and let us know what you think! Please share news of this new resource with your diverse healthcare professional colleagues. We look forward to hearing from you.

The Thomas C. Dolan Executive Diversity Program—Now Accepting Applicants

Please help us spread the word about the open application period for the 2018 Thomas C. Dolan Executive Diversity Program (http://ache.org/ExecutiveDiversity/).

During this year-long program, scholars benefit from specialized curriculum opportunities to develop strategies for successful navigation of potential career challenges and enhance executive presence, one-on-one interaction with a specially selected mentor, and participation in formal leadership education and career assessments. Enhanced self-awareness, critical leadership skills, and an expanded network of leaders will help prepare scholars to ascend to C-suite roles in hospitals, health systems and other healthcare organizations.

Visit http://ache.org/ExecutiveDiversity/ for more information or to apply. If you have questions about the program, please contact Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

Run for ACHE Regent

ACHE is beginning the election process for new Regents to serve on its Council of Regents, the legislative body that represents ACHE’s more than 40,000 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.

All Fellows who wish to run for election must submit a letter of intent to elections@ache.org by Aug. 25. The letter of intent must include a current business title, business address, email address and telephone number. If you submit your letter of intent and have not received confirmation of its receipt by Sept. 1, contact Caitlin E. Stine, communications specialist, Division of Regional Services, ACHE, at (312) 424-9324 or cstine@ache.org.

Elections will be held in the following jurisdictions:

- Alabama
- Alaska
- Colorado
- Delaware
- District of Columbia & Northern Virginia
- Georgia
- Hawaii/Pacific
- Idaho
- Kansas
- Louisiana
- Massachusetts
- New Hampshire
- Oklahoma
- Oregon
- Puerto Rico
- Rhode Island
- Texas—Northern
- Utah

Healthcare Consultants and Physician Executives Forum Education Programs

The Physician Executives Forum and Healthcare Consultants Forum provide added value to physician executive and healthcare consultant members via tailored resources to meet these groups’ unique professional development needs. A one-day education program is a cornerstone benefit of both Forums that offers an affordable learning and networking opportunity.

Dates and location for these programs are as follows:

2017 Healthcare Consultants Forum Education Program

Sept. 22
Hyatt Regency O’Hare
Chicago
More details available soon at http://ache.org/Membership/MemberConsultants.aspx
Forum Member Directory Connects Executives with Healthcare Consultants

ACHE is pleased to announce its latest member benefit exclusive to Healthcare Consultants Forum members… The Healthcare Consultants Forum Member Directory!

The new Healthcare Consultants Forum Member Directory is intended to serve as a resource for healthcare executives and organizations seeking the services of a healthcare consultant with a specific area of expertise.

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

Are you a consultant looking to gain visibility with decision makers? Join the Healthcare Consultants Forum, and select your primary area of expertise now!

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

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 https://www.linkedin.com/. Once you have completed your profile, you are ready to join your colleagues around the country

Click here to get started now.
**Tapping Community Physicians for Innovation Ideas**

Community physicians who work outside major medical centers represent a wealth of expertise that could guide innovation efforts, if mobilized, according to Adam O. Kadlec, MD, a board-certified urologist at Western Michigan Urological Associates. Kadlec provided tips to help inspire community physicians to get more involved in a recent blog for NEJM Catalyst.

Learn the process. “Many physicians are simply unaware that innovation is a process and that entrepreneurship is a discipline ... Teaching community clinicians that there is a process—and that they can play a part—is the first step toward engagement,” wrote Kadlec.

Look for meaningful partnerships. Many major healthcare and academic medical centers have launched innovation hubs in recent years. Community clinicians should be intentional about finding opportunities for innovation, and that may mean creating partnerships where innovation is already underway.

Network with like-minded physicians. Physicians who don’t have access to major medical innovation hubs can check out virtual opportunities, like online matching programs, and conferences, such as Medicine X and TEDMED, to network with other passionate clinicians.


**6 Tips for Working With a Poor Team Player**

Working with someone who isn’t a team player is not just frustrating, it can also negatively affect an entire group’s performance, according to a recent Harvard Business Review article. Susan David, founder of the Harvard/McLean Institute of Coaching, and Allan Cohen, a professor of management at Babson College, provided the following strategies for working with someone who isn’t a team player.

1. Avoid making assumptions. It may seem natural to jump to conclusions about the reasons behind someone’s actions but, the truth is, you never really know why people do the things they do. Instead of assuming someone is a slacker or has a bad attitude, explore first.
2. Be open to talking. Rather than making accusations, ask friendly questions. Working with someone who isn’t a team player is an opportunity to practice your leadership skills and gain others’ perspectives.
3. Promote friendly group relations. Problems can arise when team members turn on a colleague who isn’t pulling their weight. To foster cohesion and discourage ostracization, consider taking your colleague out to coffee or lunch with a few teammates.
4. Focus on the team’s shared mission. When working with a poor team player, leaders should take the opportunity to “have a conversation with the entire team about what the group’s shared vision should be and the best methods for getting there,” according to David.
5. Define duties and deadlines. Sometimes, people who seem like poor team players are simply confused about what their role entails. Take time to review your expectations and your colleague’s responsibilities, which eliminates ambiguity.
6. Play to your colleague’s strengths. “People are highly motivated by not wanting to let their teammates down,” says Cohen. “Get them into the game, and they’ll go to great lengths to perform better for the team.”

SPECIAL THANKS TO OUR SPONSORS

Where the Sponsorship Dollars Go

- Events: 60%
- Student Scholarships: 20%
- Marketing and Business Dev.: 10%
- Operating Costs: 4%
- Charities: 4%
- Reserve Funds: 2%

INTERESTED IN BECOMING A SPONSOR?

Contact: Don Gibson – Administrator
Phone: 281-398-7877
Email: don.gibson@foundation-setc.org

COMMENTS

If you have any comments about this newsletter, please Email ACHE-SETC: (quantumleadership@ache-houston.org) or the Foundation Administrative Office: (don.gibson@foundation-setc), or call: 281-398-7877.