



QUARTER 1 MARCH 2021

ACHENV.ORG

PRESIDENT'S MESSAGE



Bill Butcher, FACHE

President, ACHE-Nevada Chapter

Hello!

I sat down to write this on the first day of Spring. COVID-19 made this past Winter very challenging. With Spring comes renewal and new beginnings. The news about our progress fighting this pandemic is becoming more positive as more people get vaccinated. I hope we've turned the corner!

While our Nevada Regent Vick Gill and I didn't collaborate on our messaging for this newsletter, our messages couldn't be more aligned. An important and powerful conversation about our Chapter's commitment to Diversity, Equity and Inclusion (DEI) began during the January Board

meeting. We owe our **DEI Committee Co-Chairs, Khanh Andersen and Dr. Maia Carter**, a huge thank you for stepping up and having the courage to share their concerns and ideas during their committee update. To summarize a comprehensive and complex conversation, it became clear that as a Board, we have a lot of work to do to bring DEI front and center for our Chapter. Demonstrating an ongoing commitment to DEI requires ongoing and consistent infusion into all aspects of the Chapter's work and activities including Board meeting discussions, committee work, educational programs and social events. Chris Nicholas, our President Elect, and I will ensure we keep ourselves and the Board on track as this DEI infusion continues.

One of the options presented during our January Board meeting was to disband the DEI Committee and designate DEI representation in all committees. After much discussion, we decided to keep the DEI Committee intact and take advantage of the collective knowledge, passion and wisdom of its leaders and members to guide our DEI work. This decision prompted a change in how we support and oversee our committee work. As of the February meeting, rather than having reports from all committees, we began designating two committees per Board meeting for more detailed updates and discussions. The thinking behind this is to allow broader participation and meaningful collaboration from other committees. Every committee has DEI opportunities to consider and implement. All events, regardless of the committee initiating them, need input and support from the Program & Social Committee. Committees not in the spotlight during a Board meeting will still have an opportunity to share time-sensitive updates and request Board approval necessary to continue their work. We're two meetings into this new approach and it's working well!

On behalf of the Board, I'd like to thank our healthcare workers and leaders for their ongoing courage, compassion and commitment to getting through this pandemic. Please stay safe, stay well and take care of yourselves, your families and all those close to you.

MISSION

The mission of the ACHE – Nevada Chapter is to be the professional membership society for healthcare executives; to meet its members' professional, educational, and leadership needs; to promote high ethical standards and conduct; to advance healthcare leadership and management excellence; and to promote the mission of ACHE.

REGENT'S MESSAGE



Vick S. Gill, FACHE

Regent for Nevada

Fellow ACHE Nevada Members,

I would like to take this opportunity to first thank you for all that you do to improve the health of our state, especially during these trying times. It is vital to continue to provide support to our team members, families, and community as we work to eradicate this pandemic.

Secondly, I would like to share with you some updates to ACHE's Strategic Plan. Our mission and vision statements have been updated and are as follows:

Vision: *To be the preeminent professional society for leaders dedicated to advancing health.*

Mission: *To advance our members and healthcare leadership excellence.*

Our core values and related descriptions have stayed the same with the exception of Diversity and Inclusion.

Integrity: We advocate and demonstrate high ethical conduct in all we do

Lifelong Learning: We recognize lifelong learning as essential to our ability to innovate and continually improve ourselves, our organizations, and our profession.

Leadership: We lead through example and mentoring and recognize caring must be a cornerstone of our professional interactions.

Diversity and Inclusion: We champion diversity and foster inclusion to advance equity in the workplace and the communities we serve.

I would like to take a moment to discuss diversity and inclusion. **ACHE's Statement on Diversity** was recently updated, and as an organization, we promote diversity within healthcare management and believe in the fair and equitable treatment of all people. ACHE recognizes diversity, equity, and inclusion as ethical and business imperatives and priorities. We value diversity in our leaders, members, and staff, which serves as a catalyst for a stronger workforce, improved decision-making, increased productivity, and a competitive advantage. ACHE fosters an inclusive and equitable culture that recognizes the contributions and supports the advancement of all. An inclusive environment can enhance the quality of healthcare, improve hospital/community relations and positively affect the health status of society.

With that being said, true diversity and inclusion cannot be achieved only through words and statements. As healthcare leaders, we must foster diversity and inclusive and equitable culture in everything we do on a daily basis. I would ask you to reflect on how you are contributing to diversity and inclusion within your organizations. There are many resources available to you and your organizations, such as the **Thomas C. Dolan Executive Diversity Program, The Institute for Diversity and Health Equity, The National Association of Health Services Executives, National Association of Latino Healthcare Executives, The Equity Collaborative**, and online communities for **LGBTQ and Asian healthcare leaders and allies**. More information is available at <https://www.ache.org/about-ache/our-story/our-commitments/policy-statements/statement-on-diversity>.

ACHE's Council of Regents' purpose is to advance the mission, vision, and values in the districts they represent. It is an honor and privilege to serve as your regent, and I'm proud to represent Nevada in this capacity to influence the greater good of ACHE. If there is anything I can do to help you, please do not hesitate to reach out to me at vickgill@gmail.com.

We are your trusted partner.
We're here to help you achieve your personal best while making healthcare safer, more accessible and affordable to all. Together we are meeting today's challenges with bold, new solutions.

DIVERSITY & INCLUSION

To say it simply - 2020 was a hard year. Covid-19 placed us at a crossroads, demonstrating that remote work can improve flexibility and diversity. Yet as the pandemic progressed, three groups of employees have faced heightened challenges: mothers of young children, senior-level women, and black women. Health disparities became more apparent, with Black, Hispanic, and American Indian and Alaska Native people being five times more likely to be hospitalized from Covid-19. Racial inequality rose front and center as the country grappled with confronting systemic racism following the very public death of George Floyd and the protests that followed.

But what does this mean for us? What responsibility do we, as members of ACHE, have in promoting diversity, equity, and inclusion in our organizations and in our professional lives? What can we do to promote social justice?

ACHE – Nevada's Diversity, Equity, & Inclusion Committee is committed to helping you become better versions of yourselves. If 2020 was the "Year of the Nurse," let 2021 be the "Year of Healing" as we move into this new-and-ever-changing normal. We implore you to do the hard work and join us as we reflect on our own beliefs and biases.

Starting in May, the DE&I committee will be hosting a series of meetups called "**Courageous Conversations**," opportunities to help executives and leaders have hard conversations from the perspective of *listening and learning in a safe space* so that we aren't avoiding conversations.

When we know better, we do better.

<https://www.ache.org/about-ache/our-story/diversity-and-inclusion/diversity-resources>



Welcome Our New ACHE-Nevada Members!

Alexis Mussi	Jordan Haines
Alona Sabalo	Kaela Friedman
Anabel Jimenez	Kiyannie Sablay
Andre Cisne	Korosh Hamed Saedian
Angela Collins	Kristina L. Eddy
April Cinco	Ksara Milstead
Ashana Viswaruban	Nathaly Velazquez-Chavez
Binti Sokondo	Neil Nadeau
Chelsea Montervino	Nicole Espinoza
Daniele Franklin	Rachel Deguchi
Danielle L. Shopshire	Robert Bowers
Deborah E. Escobedo	Sacorra L. Reum
Eli R. Fuller	Sage Favre
Florice Godines Velasco	Scott Ake
Franchesta Marbury	Selena Perez
Giselle S. Caruso	Shawn Morris
Iliana c. Lujan	Sheila N. Woodlief
Jacqueline Hipolito	Sofia H. Young
James V. Zeigler	Srinivas B. Vuthoori, MD
Jaron Rivera	Tiara Conger
Jasmine V. Quiroz	Tiffany A. Chuning
Jason Madsen	Trisha Anne Claire Santos
Jenna M. Thomas	Vahe Grigoryan
Jennifer Sandoval	Verna Tabladillo
Joanne Lim	Yesenia Rodriguez Gallardo

CERTIFICATION

BOARD OF GOVERNORS EXAM PREP COURSE

FACHE

Fellow of the American College of Healthcare Executives

The Distinction of Board Certification

ACHE Nevada Chapter hosted a **Board of Governors exam preparation course** on February 26 & 27 on the campus of University Medical Center in Las Vegas. Attendees from Northern and Southern Nevada received the opportunity to gain insight from Chapter members on the ten core knowledge areas of the exam in a class-like setting in aspirations to become a Fellow of ACHE. In addition to reviewing the exam questions, attendees learned first-hand experience from presenters who've already passed the exam. By taking the 12 hour course, future Fellows earned **12 Face-to Face credits**. Attendees ranged from just starting to prepare for the exam to prepared to take the exam that week.

We would like to thank the attendees, course presenters, and the Certification Committee for a successful event.

HIGHER EDUCATION NETWORK

<https://www.unlv.edu/careerservices>



PROGRAM & SOCIAL

UPCOMING VIRTUAL EDUCATION EVENTS

Each event qualifies for 1.5 ACHE Face-to-Face Credits

To register for virtual F2F events, you must follow a 2 step process.

1. Purchase a \$25 ticket on Eventbrite
2. Register through ACHE's Learning Management System. Instructions will be sent via Eventbrite order confirmation.

Thursday, April 1st 6:00pm - 7:30pm

Virtual Panel Discussion: **Workforce Management – Lessons Learned from Covid-19**

[Purchase Ticket: Workforce Management - Lessons Learned from COVID 4/1/21](#)

Moderator:

- Chris Marlin - VP of Human Resources, MountainView Hospital

Panelists:

- Dr. Paul Sierzenski - CMO, Acute Services Division, Renown Health
- Tony Marinello - COO, University Medical Center of Southern Nevada
- Wayne Cassard - Market Director Human Resources, The Valley Health System

Thursday, April 22nd 6:00pm – 7:30pm

Virtual Panel Discussion: **Telemedicine in the Healthcare Delivery System**

[Purchase Ticket: Telemedicine 4/22/21](#)

Moderator:

- Mitchell Fong – Director of Telehealth, Renown Health

Panelists:

- Dr. Luis Medina-Garcia – Medical Director of Telemedicine, University Medical Center of Southern Nevada
- Dr. Samir Qamar – Chief Executive Officer, MedWand Solutions, inc.
- Julie Taylor, RN, FACHE – Chief Executive Officer, MountainView Hospital



REGISTER NOW!

The Nevada Healthcare Forum Golf Tournament is a charity golf event to support and honor wounded troops and their families in the Reno/Sparks area. 100% of the proceeds go to Sierra Nevada Horses and Heroes and stay in northern Nevada. Sierra Nevada Horses and Heroes is a horsemanship program empowering Wounded Warriors and others, through a partnership of horses, qualified instructors, therapists, and volunteers, to surmount physical, cognitive and emotional challenges.

FOR ENTRY OR SPONSORSHIP

CALL:
775.842.5915
REGISTER ONLINE:
<https://renogolf2021.eventbrite.com>

Contact:
Dan Galles
Tournament Administrator
(775) 842-5915 | DanGalles@rhw.com
OR
Larry Preston
(702) 598-0600 | lpreslony@rhw.com

NEVADA HEALTHCARE FORUM

4th Annual Reno/Sparks
Golf Tournament



NAME: _____
 COMPANY: _____
 ADDRESS: _____
 TELEPHONE: _____
 EMAIL: _____
 SPONSOR LEVEL: _____

Please make checks payable to:
 ACHE-Nevada Chapter
 801 S. Rancho Dr., C-1
 Las Vegas, NV 89106

Red Hawk Golf and Resort
Sparks, Nevada
775 626-6000

BENEFITING THE
SIERRA NEVADA
HORSES AND HEROES

Saturday,
May 15, 2021
8:30 AM - 2:00 PM



SPONSORSHIP LEVELS

PLATINUM SPONSORSHIP SPONSOR VETERANS - \$2,500

Includes a foursome, and the direct sponsorship of 4 local veterans and additional onsite advertising and recognition.

GOLD SPONSORSHIP - \$1,500

Includes a foursome and additional advertising and a hole sponsorship

AWARDS CEREMONY/RECEPTION SPONSORSHIP - \$1,500

LUNCH SPONSORSHIP - \$1,500

SILVER SPONSORSHIP - \$1,000

Includes 1 foursome and a T-box sponsorship

REGISTRATION TABLE SPONSORSHIP - \$750

1 spot available

DONATE A FOURSOME - \$600

You are donating a foursome for enlisted men or women currently active or being treated.

LONGEST DRIVE - \$600

2 spots available

LONGEST PUTT - \$500

2 spots available

CLOSEST TO THE PIN - \$500

4 spots available

T-BOX - \$500

PARTICIPANTS:

FOURSOMES - \$600

Tournament will be played in a scramble format with 4-person teams. If you register as an individual, you will be placed with others.

INDIVIDUAL - \$200

Tournament will be played in a scramble format with 4-person teams. If you register as an individual, you will be placed with others.

SPONSORSHIP

Tap Into Our Network... Gain Visibility

The American College of Healthcare Executives (ACHE) is an international professional society of more than 40,000 healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations. ACHE-Nevada Chapter (ACHE-NV) is our local chapter of the national American College of Healthcare Executives. We encompass a group of healthcare leaders from all 16 counties in the State. Our growing chapter consists of over 400 members including senior-level leaders who drive purchasing decisions in hospitals and healthcare facilities in the Nevada market.



Our vision is to be the premier professional society dedicated to advancing healthcare leadership and management excellence. As a Board, our mission is to meet the professional, educational and leadership needs of members; to promote high ethical standards and conduct; and to promote the mission of ACHE.

ACHE-NV offers many marketing and public relations opportunities to official sponsors. These sponsorships allow organizations a benefit by building strong relationships with our chapter members. In return, these sponsorships allow ACHE-NV to continue to provide unique services and programs to members. ACHE-NV sponsors help to underwrite the costs of our many educational and networking events. Sponsors may be corporations, suppliers, groups or individual consultants.

Thank You!

to our Sponsors

We are also pleased to be sponsored by several organizations that share our commitment to Leadership.

SPONSORSHIP OPPORTUNITIES	ANNUALLY			SINGLE EVENT	
	\$5,000 Platinum	\$2,500 Gold	\$1,000 Silver	\$350 Education	\$500 Networking
Sponsorship Corner – Submit article for quarterly newsletter	✓				
Booth/table display at all/single event(s)	✓			✓	✓
Company hyperlink on all/single event(s) registration sites	✓			✓	✓
Verbal mention at all/single event(s)	✓	✓		✓	✓
Logo and hyperlink on all e-blasts	✓	✓			
Logo and hyperlink on quarterly newsletter	✓	✓	✓		
Logo and hyperlink on ACHE - Nevada Chapter website	✓	✓	✓		
Spotlight on Sponsors – Social media thank you on rotating basis	✓	✓	✓		
2 tickets to all/single event(s)	✓	✓	✓	✓	✓

NATIONAL NEWS | Q1 2021

Career Resource Center

On-demand sessions will be available via the Career Resource Center including:

- Planting the seeds of healthcare leadership in our future physicians: Methods to our madness?
- Employment Opportunities in the Federal Sector.
- Headhunters Forum: Tips for working with a search firm (from a candidate's perspective).
- Transitioning From Military to Civilian Healthcare.
- The Next Life Chapter: A dialogue around encore career considerations.

The Career Resource Center will also be hosting an open access exhibit booth to support dialogue and conversation around Resume and Career Advising topics, including targeted power presentations, open office hours and a multitude of complimentary resources and tools.

Connect With Fellow Members

We are pleased to offer members three new, free online communities for physician executives, Asian healthcare leaders and LGBTQ healthcare leaders. The communities' platform makes it easier than ever for peers to connect in real time, tackle issues together and ask important career-related questions. Members can participate in discussion threads, share resources and best practices, and crowdsource innovative ideas and solutions.

To join, follow these steps:

1. Log in to my.ache.org.
2. Under "Helpful Links" on the right-hand side, click the last option, "My Communities."
3. Click the "Add" button to choose the online communities you wish to join. *An MD or DO degree is required to join the Physician Executive Community.*
4. Watch your inbox for your welcome email and instructions to access your new community! The email will arrive within 24 hours.

We hope you will join these communities. If you have any questions, please email communitymanager@ache.org.

ACHE Call for Nominations for the 2022 Slate

ACHE's 2021–2022 Nominating Committee is calling for applications for service beginning in 2022. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their districts. Those interested in pursuing applications should review the candidate guidelines for the competencies and qualifications required for these important roles. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2024)
- Nominating Committee Member, District 4 (two-year term ending in 2024)
- Nominating Committee Member, District 5 (two-year term ending in 2024)
- Four Governors (three-year terms ending in 2025)
- 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 only submit 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 Heather J. Rohan, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

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. 28.

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

Fund for Healthcare Leadership

Please consider making a contribution to the Fund for Healthcare Leadership in 2021. By contributing to The Fund for Healthcare Leadership, you are directly impacting the healthcare leaders of tomorrow. The Fund for Healthcare Leadership wholly supports the Thomas C. Dolan Executive Diversity Program and provides scholarships to talented individuals who lack the resources to acquire the skills and training needed to effectively lead through today's challenges and into the future. [Learn more](#) about the Fund.

2021 Premier Corporate Partners

We would like to recognize ACHE's 2021 Premier Corporate Partners:

- BRG
- Cerner
- Change Healthcare
- Roche Diagnostics

These organizations are clearly demonstrating their commitment in supporting our mission to advance healthcare leadership excellence and fostering innovative solutions to the new challenges facing healthcare leaders in the wake of the pandemic. In 2021, they will be active participants at Congress, support complimentary webinars and providing additional educational content during the year. To learn more and access additional complimentary resources provided by the partners please [click here](#).

ARTICLES OF INTEREST | Q1 2021

Resourcefulness: A Key Leadership Skill

As leaders, we are called on to pivot quickly in a crisis—often more rapidly than we are comfortable with—finding new ways to meet goals and encouraging adaptability among team members. Now more than ever, it is the skill of resourcefulness that can provide value to organizations and drive leaders and their teams to a higher level of success.

Resourcefulness in Action

In times of crisis, resourcefulness is even more essential. In November 2019, Great Plains Health experienced a cyberattack that shook the organization at every level. The 116-bed, independent health system was fortunate to have good leadership and expertise in its information systems department, on its medical staff and among the senior leadership team to guide the organization through the incident. Successful handling of this crisis also came from the resourcefulness of its leaders.

The Great Plains Health team showed resourcefulness largely by leaning on the relationships and trust it had previously built with regional and national experts on its EHR, security and software suppliers, insurance carriers, media, physicians, leaders of other health systems who had experienced similar cyberattacks, and a great many others. Without strong relationships and the ability to weave those relationships together in a meaningful and effective way, the health system's cybersecurity incident could have been catastrophic. Intentional or not, the work that went into critical relationship-building before the crisis even occurred strengthened leaders' resourcefulness skills and became invaluable in a time of need. Relationships are an essential component of resourcefulness, and leaders are advised to spend time developing them.

Just three short months later, the COVID-19 crisis began to emerge. The healthcare organizations managing this crisis well are those who have strong, resourceful leaders in place. They own their roles and the outcomes that they can directly affect through effective accountability. They plan ahead using good time management practices and develop game plans for varying situations by effectively pulling together stakeholders and facilitating discussion and quick resolution. In the early days of the COVID-19 surge, the Great Plains Health team quickly realized it would need to rely on a different way to deliver patient care. Telehealth was the answer, but it took a team willing to be open-minded to a new and different way of delivering care to pull it off. It also took a team that had strong, existing relationships with physicians, outreach clinics and hospitals, patients, and telehealth vendors.

Throughout the COVID-19 crisis, it has been resourcefulness that has allowed the health system's leaders and team members to stay nimble and find workable solutions to many challenges. When the organization was short on masks, it figured out how to set up a reprocessing center. When it struggled to secure face shield shipments, it collaborated with local schools and libraries to use 3D printers to make its own. When hand sanitizer ran low, the health system worked with local liquor distilleries to find an alternative.

Fine-Tuning Resourcefulness

Leaders at every level can also enhance their resourcefulness skills by taking on projects or assignments that require them to stretch outside their comfort zones, working specifically in the areas of relationship-building and problem-solving. Leaders can also strengthen their resourcefulness by scanning industries outside healthcare for creative solutions and new ideas. Surrounding oneself with intelligent people at all levels and from many different disciplines to create contacts who can be called upon in crisis can help a leader become more resourceful. Finally, senior leaders can identify resourcefulness in emerging leaders and help them grow this skill so it can be naturally drawn upon during a crisis.

What Does Resourcefulness Look Like?

Resourcefulness in leaders emerges when they do the following eight things:

1. Help their organizations look beyond how they've always done things and become focused on doing things differently in the interest of doing better.
2. Are unapologetic for needing help finding solutions to challenges. The best ideas often emerge when multiple disciplines and varying levels of leadership come together.
3. Are willing to get in the weeds and learn how things work. When leaders can truly understand problematic processes, they are better able to find more effective solutions. Leadership in healthcare does not come from sitting behind a desk; it requires walking around and finding out how and why the work on the front line is done.
4. Dare to ask questions instead of settling for "oh, they'll never go for that." Supporting research and good presentation go a long way in persuasion.
5. Are open-minded to new possibilities and understand that not every problem is solved by adding full-time employees. Resourcefulness is about optimizing the organization's existing resources and working with them in more effective ways.
6. Relentlessly build a network of professionals whom they genuinely care about, learn from and trust. Through this network, they can develop an inner circle of problem-solvers in varied professions, organizations and industries that they can call upon for counsel.
7. Practice good time management and get things done. They rise above the state of busyness and fiercely protect designated time to think through challenges facing the organization.
8. Humble themselves and remain steadfastly focused on organizational improvement, not on their egos and turf.

When healthcare executives cultivate the skill of resourcefulness, they become better leaders and ultimately create better outcomes, especially in a crisis. When healthcare leaders get better at being resourceful, the field as a whole improves.

--Adapted from "[Resourcefulness: A Key Leadership Skill](#)," *Healthcare Executive*, Fiona Libsack, FACHE, chief development officer, Great Plains Health, North Platte, Neb.

Accomplishments Build Careers

If building their careers is a priority and not just wishful thinking, executives can consider starting every year knowing what they want to put on their resumes at the end of the year. When I share this advice with my staff, it is often met with a perplexed look, as those on the receiving end wonder if the CEO just told them they will need to be looking for a new job. The truth is quite the contrary. I offer this coaching advice to my most promising, up-and-coming or seasoned executives.

Careers are built on a series of accomplishments. The most powerful resumes are not a list of jobs held but, rather, a series of accomplishments achieved while in those positions—metrics progressed, programs built, market share gained and margins improved. Hiring managers want to see those accomplishments become progressively greater in scale and scope as well as complexity. Here is the twist: The same is true for performance reviews, raises and internal promotions.

I will take a risk on promoting a promising individual who has demonstrated a consistent drive and capability to get things done. I will likely not promote executives who have simply managed their areas of responsibility but have not taken it to the next level. This holds true even if they met their numbers, managed through crisis, successfully handled complex human resource issues and kept the lights on. That is all good. We need a lot of people who can do that; however, it is not my goal to prove the merits of the "Peter principle."

One of the most impactful check-ins is a periodic progress report at a regularly scheduled meeting of key members of the leadership team.

Individuals may believe they deserve a promotion (e.g., "I have been a director for 10 years, and I deserve to be a VP!"). Unless they can demonstrate the ability to deliver tangible results and benefits for an organization beyond their current position, however, individuals should not be promoted.

Setting and Tracking Goals

There are numerous factors to consider when crafting annual goals. Making the goal a derivative of an organizational strategy, an interest of the executive's direct supervisor, one that is shared with other executives or one that requires resources wholly contained within the executive's area of responsibility are excellent options. Garnering required resources and support is more easily achieved when the goal incorporates these considerations.

Executives should know the metrics or impactful qualitative outcomes they want to achieve upfront. It's also helpful to visualize the accomplishments derived from goals on their resumes. Then, individuals can ask themselves whether those achievements will be impressive on their annual performance reviews or to a hiring manager, regardless of whether a job search is in their career plans.

Executing Goals

First, executives are encouraged to communicate goals to stakeholders who will hold them publicly accountable. Second, delegate responsibilities to stakeholders with clear expectations, specific milestones and regular check-ins. One of the most impactful check-ins is a periodic progress report at a regularly scheduled meeting of key members of the leadership team.

Third, engage a peer who also has an interest in this goal. Share the journey. And fourth, make sure no significant resources beyond what is built into the annual budget are needed. Promises for additional resources evaporate quickly when finances get strained.

It has been all hands on deck as healthcare organizations absorb shifting government recommendations, institute policies and procedures for safety, procure adequate personal protective equipment, build testing capabilities, and care for COVID-19 patients, all while managing steep financial losses. A key for leaders is managing these day-to-day issues while keeping their goals top-of-mind and steadily progressing throughout the year.

Whether a job search is on the horizon or not, driving toward accomplishments that merit inclusion on their resumes will keep leaders focused on their career and perhaps even optimistic as they head into a performance review.

--Adapted from "[Accomplishments Build Careers](#)," *Healthcare Executive*, Alan S. Kaplan, MD, FACHE, CEO, UW Health, Madison, Wis.

Healthcare Executive's Chapter News spotlights chapter initiatives. The following are the most recent columns:

- [Technology Enables Local Offerings](#) from March/April 2021 issue
- [Virtual Engagement Flourishes](#) from January/February 2021 issue



ACHE-news is delivered to all members biweekly and features the latest ACHE news and resources, as well as an aggregate of current articles from leading publications. See link below.

<http://www.ache.org/newclub/newsletters/ENEWS/ENEWS.cfm>



The Professional Development Digest is delivered to all members biweekly and each issue features in-depth information about an upcoming ACHE program or event, a Career Corner that offers tips and resources and a calendar of upcoming face-to-face and online programs. See link below.

<http://www.ache.org/newclub/newsletters/pdd/pdd.cfm>

The logo for Elevating Leadership features the words 'elevating leadership' in a white, serif font. Below the main text, the tagline 'Insights and Strategies for Healthcare Leaders' is written in a smaller, italicized, white, serif font. The background of the logo is a dark blue with a white, wavy, topographic map pattern.

elevating leadership

Insights and Strategies for Healthcare Leaders

Elevating Leadership is a digital publication that provides high-level perspectives on the top challenges facing healthcare leaders like you. See link below.

http://www.ache.org/newclub/newsletters/Elevating_Leadership/index.cfm