



QUARTER 3 SEPTEMBER 2021

ACHENV.ORG

PRESIDENT'S MESSAGE

Bill Butcher, FACHE

President, ACHE-Nevada Chapter

Hello!

As we moved into Fall, I took some time to think about 2021 and how different this year has been. We have had a lot of common and individual experiences that we never anticipated and, while we've had our share of frightening, frustrating, and exhausting experiences (along with whatever descriptions fit your experience), the year has made us stronger. I believe this is true for our Chapter as well.

Our Committees continue to work away. Diversity, Equity and Inclusion hosted their latest Courageous Conversations on August 26th and focused on Indigenous populations in our communities. These have gotten some well deserved attention from ACHE and our DEI Committee co-chairs, Khanh Anderson and Dr. Maia Carter, have been invited to talk about the DEI work in our Chapter at the upcoming Chapter Leaders Conference on October 14th. On the Program and Social front, the Aviators Game was a big success and the committee is actively



planning upcoming events. Our Mentorship Committee sponsored an event with a panel discussion and are getting ready for the close of the current Mentorship Program. Our Membership and Certification Committees are focused on addressing tough challenges, with Membership looking at how to retain and add to our membership in the midst of a pandemic and Certification re-tooling their approach for supporting and encouraging Fellow certification after losing access to licenced ACHE materials for the Board of Governors Exam Review Course. Sponsorship continues to seek opportunities to add Chapter sponsors. Communications is sharing information and keeping us all connected. It's a lot of work added to everyone's "regular" jobs and other day-to-day responsibilities. I'm thankful and grateful to have such a talented and committed group of committee co-chairs.

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.

Bill

REGENT'S MESSAGE

Vick S. Gill, FACHE Regent for Nevada

Fellow ACHE Nevada Members,

I would like to take this opportunity to speak with you with regards to **ACHE's work on Diversity and Inclusion**, as well as the work we have done within our chapter. As a nation, state, community, and healthcare society, we must foster an environment which appreciates and respects both our similarities and differences. A **diverse and inclusive work environment not only improves culture, but studies have shown it also improves organizational performance**. The most diverse companies are more likely to outperform their less diverse peers. A recent analysis found that companies in the top quartile for gender and diversity within their senior leadership were 25 percent more likely to have above-average profitability than companies in the lowest quartile.



ACHE Nevada chapter President William R. Butcher, FACHE, set a primary objective this year of bringing Diversity, Equity, and Inclusion (DEI) front and center by infusing these principles into all aspects of chapter and board activities. Through the hard work of **DEI Committee co-chairs Khanh P. Andersen, FACHE and Maia Carter, MD, FACHE**, the ACHE Nevada's DEI Committee **created "Courageous Conversations"**, which is a monthly video call and panel discussion on a focused DEI topic. Please join me for one of the following upcoming conversations:

- September 23rd: Focus on Hispanic Heritage Month – To highlight Mexican Independence Day
- October 28th: Bullying (Bullying Prevention Month) – "Bullying in the workforce and impact on Inclusion"

Finally, **ACHE leadership, Board of Governors, and Regents have updated the organization's Strategic Plan for 2022-2024**. ACHE has added Diversity and Inclusion as a core value and will **champion diversity and foster inclusion to advance equity in the workplace and the communities we serve**. Particularly, we have determined that as a catalyst within the healthcare community, ACHE will commit to leading in the drive for equity. We will strive to be a thought leader and champion to drive solutions that advance equitable care. As priorities, we will:

- Leverage organizational partnerships (including chapters) to drive DEI efforts.
- Be an essential resource to leaders in creating diverse, equitable, and inclusive environments.
- Grow the number of diverse member leaders.

It is an honor and privilege to serve as your regent, and I'm proud to represent Nevada in this capacity. If there is anything I can do to help you, please do not hesitate to reach out to me at vickgill@gmail.com.

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.



DIVERSITY, EQUITY & INCLUSION

Let's Be Courageous!

Every month, I have the pleasure of co-leading our ACHE Nevada Chapter's Courageous Conversations with my Diversity Equity and Inclusion (DE&I) Co-Chair, Khanh Andersen, FACHE. We discuss relevant topics surrounding DE&I in a casual, safe environment. At the onset, I was quite nervous and uncertain of all of this. I said to myself, "Wow, now how do I lead a conversation around topics that I may have little or no knowledge? What if I do not have an answer to a question?" "Am I ready to discuss these seemingly heavy topics?" Well, I plunged in with my heart racing but with a firm conviction that these conversations were much needed and critical to develop us as health care leaders.

We are now moving into our 4th month of Courageous Conversations and I can say that I have learned that I do not need to know everything about a topic to lead a discussion. Facilitating these discussions has been such a rich and fulfilling experience. Through constructive dialogue, participants fill one another's gaps in knowledge and together get a little more aware of biases and become empowered for inclusivity. We find articles to help us understand better, we are discussing news headlines, we are discovering language and terminology. We take risks and share our own personal journeys and struggles while offering support and advice to one another. The advice I received from our LGBT+ discussion was priceless, and I am so grateful.

Rarely do we find a safe place for constructive dialogue in a circle of diverse peers such as in this setting. I have given myself a personal stretch assignment to be intentional about getting to know folks who look and think differently than I. Naturally, I shy away from folks, thinking that I may not fit in, and have concerns for awkward silence when our viewpoints do not align. Rather, I will choose to share my lens with confidence, choose to listen to theirs uninterrupted with the "intent to learn" and be okay with the uncomfortableness that comes from "calling out" offensive language or bias. I must be brave enough to speak up and show "ally actions," even when it may involve a certain amount of risk. I know I can lean on this Courageous Conversations group for support and encouragement as I go forth. So excited about our next conversation. Hope to see you there.

Sincerely,

Maia D. Carter MD, MPH, FACHE



Courageous Conversations: Monthly 4th Thursday 6 pm PST

Date	Topic
October 28 th	Bullying (Bullying Prevention Month) - "Bullying in the workforce and impact on Inclusion"
December 16 th	Ageism and understanding the elder generations

MENTORSHIP

FUTURE FOCUS LEADERSHIP FORUM-PROFESSIONAL GROWTH IN HEALTHCARE 2022 AND BEYOND



F2F PANEL DISCUSSION 9/27/2021

Topics:

COVID-19: What We Learned: Leadership (with additional topics: Financial Recovery & Economic Forecast, Work/Life Balance, Public Option, and Remote Mentoring)

Moderator:

Andrea Davis, CEO Viticus Group

Panelists:

Tij von Nieda, CEO Encompass Health
Mason Van Houweling, CEO University Medical Center of Southern Nevada
Jerrica George, COO Sunrise Hospital



Education & Networking



Member Spotlight-SOUTH

Name: Maia D Carter MD, MPH, FACHE

Position/Organization: Director of Virtual Care Integration, Office of Primary Care, Veterans Health Administration (VHA), Physician Leader

Number of years in your position:

I have been with the VHA for 10 years. I joined the VHA as a staff physician in 2011, later promoted to Assistant Chief and later Chief of Primary Care in 2015. September 2021, promoted to national position as Director of Virtual Care Integration

Alma Mater(s): Graduate with BS in Physiology from Michigan State University. Completed Medical School and Graduate School at The George Washington University where I achieved a Master in Public Health and Medical Degree. I completed Internal Medicine residency training at Alameda County Medical Center. I completed a Preventive Cardiology Fellowship at St. Lukes Hospital in Kansas City, Missouri.

Hometown: Ann Arbor Michigan

Bio:

I decided to become a physician leader in 2015 upon promotion to Chief of Primary Care at Southern Nevada Healthcare System where I oversaw 70 primary care teams and was responsible for access and quality of care for enrolled Veterans of Southern Nevada. I then joined ACHE after seeing the ACHE journal on the desk of one of our Executives. I jotted down "ACHE" and recognized quickly that I needed to acquire leadership acumen to become an effective leader and ACHE could be a pathway to help me grow my skill-set and confidence in my new role. Throughout the years our VHA facility developed a telemedicine footprint in providing consistent care virtually, reaching those in rural areas. The pandemic catapulted the volume of veterans reached via telehealth both rural and urban and our technology development continues to expand. I am blessed to now work on a national platform where I am able to assist VA primary care sites throughout the nation implement and expand virtual care via video visits as well as create and support operational workflows within the realm of virtual care. I continue to maintain a clinic and provide direct patient care. I also teach 3rd Year internal medicine residents from UNLV as an assistant professor. I achieved Fellow status with ACHE in 2021 and also co-chair the Diversity Equity & Inclusion Committee. I am a member of the Redshoe Society and active volunteer at the Ronald McDonald House.

Member
Spotlight



Questions:

- Why did you join ACHE and how long have you been a member?

As a new emerging physician leader, leading people and leading change in 2015, I joined ACHE to hone my skills and gain confidence.

- What would you tell other professionals who have not joined ACHE as to the benefits of membership?

Join as early in your career as you can. Build relationships with folks who are at various stages of the health care leadership spectrum in various disciplines. Seek out webinars on a variety of health care topics.

- What would your words of encouragement be to early careerists about pursuing healthcare leadership positions given the ever changing healthcare environment?

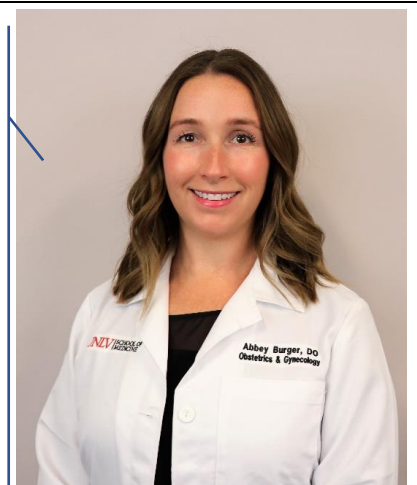
Get connected to professional social media networks
Listen to leadership podcasts
Commit to webinars on a regular interval
Introduce yourself to someone new at each leadership event, expect valued connections
Know your "elevator speech". Who you are, what excites you, what are your short and long term goals

ACHE Membership

While ACHE Membership is common for non-clinical healthcare executives, it also can be very valuable for clinicians (i.e. physicians, nurses, etc.) to create these professional networks and share their feedback as well.

The ACHE Nevada Membership Committee is working to spread the word through Social Meeting and to encourage members to share those posts in their social media networks, and at work, to encourage new members.

As I spend more time doing administrative work I see ACHE being a valuable resource for professional networking and administrative resources. I have already made great connections with other hospital administrators.



Abbey Burger, DO
Assistant professor Obstetrics/Gynecology, Kirk Kerkorian School of Medicine director inpatient

Member Spotlight-NORTH

Member Spotlight

Name: Christopher Lanski, PT, DPT, MBA

Position/Organization: Physical Therapist, Renown Health

Number of years in your

position: 10.5

Alma Mater(s):

University of Nevada, Reno

Mount Saint Mary's University,

Los Angeles

California State University, Long

Beach

Antelope Valley College

Hometown: Lancaster, CA



Bio:

Beginning as a hospital volunteer at his hometown Level II Trauma hospital, Dr. Lanski spent about 1100 hours learning how to multi-task, organize, work studiously as an individual or in small groups, and work within leadership. While attending junior college, volunteering as a student athletic trainer, and playing intercollegiate sports, Lanski worked per diem 12-hour night shifts as a Sitter until fulfilling a more dynamic role as a Patient Transport Attendant. At Long Beach State, Lanski shifted to working with on-campus housing while completing his bachelor's degree without student debt. On-campus housing provided an even higher level of commitment and responsibility while gaining a multitude of managerial experience shaping his current approach to paid leadership: using of a corporate/state credit card account, managing a 7 day-a-week office staff, raising the bar on standards pursued and exhibited from his RA staff, learning multiple styles and approaches to people management, and enjoying the slight unbalance that exists between new challenges and commitment. At the VA Hospital in Long Beach, Lanski also would pick up an afternoon a week for almost two years shadowing physical therapists helping our veterans. During grad school, Lanski focused on studies and was introduced to professional advocacy in Sacramento as well as in Washington, D.C. After completing his DPT degree, Lanski relocated to beautiful Reno, NV in 2011 and began working at Renown Rehabilitation Hospital. During his tenure, Lanski reports to be fortunate to learn so much from so many people. He also attributes numerous experiences to his current successes, not limited to: working four months at the skilled nursing facility (with Susan Nasir & many skilled therapists), helping UNR students with an onsite laboratory on the use of technology during neurological re-education (thanks to Laura McHarg), participating with Project Fit Reno (with Brian Orrell), being a primary clinical instructor for thirteen DPT students, completing his MBA degree taking evening classes over four years, and volunteering with Sparks AYSO youth soccer as a board member for the past ten years (with Bob Barkley, Chris Griffin, Jen Garrett, & many wonderful others). Lanski recently finished two professional certifications as a LSVT BIG Certified Clinician and an APTA Credentialed Clinical Instructor. He also created and sponsors two scholarships at alma maters with one focused on reading & social diversity and the other focused on federal advocacy for the PT profession. For as much as Lanski has been able to experience, he reports that many of his greatest lessons learned have come from working alongside some of the best co-workers.

Questions:

- Why did you join ACHE and how long have you been a member?

I joined ACHE a little less than two years ago. My goal was to continue growing my mindset and managerial approach to be the most effective leader that I want, hope, and strive to be. I've learned so much already from observing different leadership styles at Renown. I later pursued an MBA to continue to learn different viewpoints, watched TEDx talks, read books on organizational management (my favorite is still *Originals* by Adam Grant), listen to a few podcasts, and continue to actively listen to co-workers both in and outside of my department and company. I hope to continue to listen to these very experienced healthcare leaders at ACHE and continue to apply lessons learned from the experiences of others.

- What would you tell other professionals who have not joined ACHE as to the benefits of membership?

ACHE-NV continues to have many opportunities to meet up virtually or in-person (especially if you live near Las Vegas) where a topic is discussed along with various difficulties that arose and approaches used. I look forward to getting my feet a little more wet in health care management so that I can dive into ACHE in-person conferences a bit more. The ACHE-sponsored *Journal of Healthcare Management* is also insightful.

- What would your words of encouragement be to early careerists about pursuing healthcare leadership positions given the ever-changing healthcare environment?

Be an open and active listener to your co-workers, both experienced and novice. Listen to the opinions and facts discussed by others and observe how the systems around you work well while recognizing the areas exist for improvement. Tread lightly with improvement suggestions initially as to not come on too bold for current management. Take on smaller rolls and opportunities as they arise and get your feet wet into management earlier (if it's not immediately before an economic contraction). Senior management looks to hire those with some healthcare supervisory experience already. Many introductory level supervisory positions in health care management are more trial-by-fire, so make sure you find a useful, effective leader to help mentor you. Then, pursue certifications that will bolster your ability to be more effective in the workplace. And remember, you are there for your team (co-workers) and you are there for the patients.



Welcome Our New ACHE-Nevada Members!

Brett R. Moore
Jacquelyn Warn
Daniel M. Lunn
Valerie Espina
Abbey Burger, DO
Martina C. Harris
Siobain M. Horan, MD, MBA
Heather L. Manor, PsyD
Fabian Donate, MHA

PROGRAM & SOCIAL

FACE-to-FACE EDUCATION EVENTS

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

F2F Events are in the planning process! Stay tuned!

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.

AVIATORS NETWORKING EVENT

One extraordinary benefit to being a member of the ACHE Nevada Chapter is the diverse background of healthcare professionals you have the opportunity to meet and network with as a member. We meticulously selected our panelists to provide an engaging and appealing presentation to all our members. Sam Kaufman – CEO of Henderson Hospital, discussed challenges a community can face with vaccine hesitation; Patricia Scott, Quality Safety and Regulatory Officer at UMC previewed the challenges organizations face from a qualitative standpoint. Julie Taylor, our sponsored host, CEO of Mountain View Hospital, was another panelist at the event. ACHE meticulously selected our panelists from providers, military contractors, & healthcare administrators to provide a unique educational and networking experience. We continued our mission to bring together many healthcare professionals to work more collectively and foster relationships amongst our members.

Our first in-person ACHE event of the year was only the start of our networking events. We hosted another event at the gorgeous Las Vegas Ballpark at an Aviators game to keep the energy going. Viewers could relax in the Club section of the ballpark while enjoying refreshments and an alluring view of our Las Vegas Aviators. To participate in our networking events like these, meet our outstanding members, and become more involved in the healthcare community;

Join ACHE <https://www.ache.org/membership>, and students are welcome! We hope to get a chance to know you as well soon.

By Jordan Phyfer



UPCOMING EVENTS



10/28, 12/16	Courageous Conversations
11/18	Mentor/Mentee Closing Ceremony
11/19	Strategic Planning Session
11/19	Board Meeting (Open to all NV ACHE members)
12/9	Health Forum Holiday Mixer

CERTIFICATION

We set the benchmark for board certification in healthcare management.

The FACHE credential brings continuous value to you as a healthcare leader, to your organization and to your community. The credential:

- Provides recognition as a leader among leaders in healthcare management
- Demonstrates your competency in all areas of healthcare management
- Signifies your lifelong commitment to change and improvement

FACHE

Fellow of the American College of Healthcare Executives
The Distinction of Board Certification

Earn My FACHE

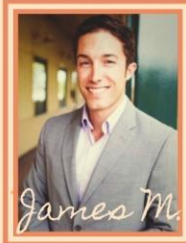
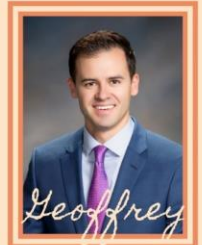
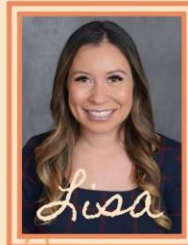
Learn more about eligibility requirements for earning your FACHE. [VIEW REQUIREMENTS](#)

Start Your Journey to FACHE. [APPLY TODAY](#)

Congratulations
to our newest
Fellows!

Khanh Andersen, FACHE
Lisa Barnes, FACHE
Maia Carter, MD, FACHE
Geoffrey Empey, FACHE
James McCurley, CPA, FACHE
Walter Ray, III, FACHE
Claude Wise, III, FACHE
James Zeigler, FACHE

CONGRATULATIONS
TO OUR NEWEST
Fellows



HIGHER EDUCATION NETWORK

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

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 | Q3 2021

Connect With Your Peers

We are pleased to offer members three 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.

Our Exclusive On-Demand Content Library Can Help Advance Your Career

Did you know that as a member, you have access to guided presentations to assist with your healthcare management career development? Our Career Resource Center has compiled a [library](#) of member-only, on-demand sessions that provide information and resources for healthcare leaders at all stages of their careers. Whether you are a student entering the field, a leader aspiring to a position in the C-suite, or a clinician transitioning to an administrative role, there's something for everyone. All sessions within the CRC's [On-Demand Content Library](#) were recorded at the 2021 Congress on Healthcare Leadership. We encourage members to explore the On-Demand Content Library and other resources and tools available just for them in the [Career Resource Center](#).

Healthcare Consultants Forum Member Directory: Connecting Executives to Consultants

The [Healthcare Consultants Forum Member Directory](#) offers a robust search functionality to help you identify a consultant who meets your needs. This directory will also be available in the upcoming September/October issue of *Healthcare Executive* magazine. If you are a consultant looking to gain visibility with decision-makers, consider joining the [Healthcare Consultants Forum](#). The forum also offers resources tailored to a healthcare consultant's specific career development needs.

ACHE Blog and Podcasts

Gain best practices and learn from your peers through our [blog](#) and the [Healthcare Executive Podcast](#). Both the blog and podcast provide up-to-date content on the issues most pressing to healthcare executives. Be sure to share these with your colleagues. Follow the Healthcare Executive Podcast wherever you access podcasts.

ARTICLES OF INTEREST | Q3 2021

Tackling Important Conversations Virtually

Regardless of the circumstances, executives are always seeking effective, efficient methods of communication. But these days, executives need virtual ways to communicate that are just as effective and meaningful as face-to-face encounters.

For many, communicating in the virtual space has become the preferred method of doing business.

Following are strategies for getting the most out of day-to-day work communications, engaging with remote employees and having meaningful conversations virtually.

Good Manners Equals Great Communication

Many of us have been working remotely for months; however, we can't let our guard down and forget virtual meeting etiquette. Some recommendations for maintaining good virtual meeting manners include:

Have an agenda and stick to it. If possible, send out an agenda a day or two before the meeting. An accurate agenda not only lets everyone know exactly what will be discussed but also gives meeting participants the opportunity to ask or answer questions prior to the meeting.

Punctuality matters. When participating in a virtual meeting, a tardy host is almost as frustrating as the recurring chime that announces the addition of a latecomer. Arrive a few minutes early and have the meeting program running in the background of your computer while you are working on other tasks. Finishing a meeting on time is just as important as arriving on time.

Remove potential distractions. Silence your mobile phones, block time on your shared calendar, close the window to unnecessary websites, and let others who are working or living in your virtual office space know you're in a meeting and are not to be disturbed, if possible.

Mute yourself. Unless you're presenting, be sure to mute yourself. It's amazing how much background noise microphones pick up.

Dress for success. Although many bedrooms currently are doubling as home offices, loungewear is never acceptable office attire.

Can You Hear Me Now?

We all want to be heard. And when communicating in the virtual space, it's often difficult to know if we're being heard or seen or even understood. Prior to 2020, most of us took for granted those little acknowledgements that let us know when we had successfully connected with another co-worker. Today, most of us aren't able to give our co-workers an encouraging pat on the shoulder, provide a hug to someone who might be grieving, or even onboard a new employee with a tour of the office and traditional meet-and-greet welcome lunch.

With remote work and the use of virtual platforms the norm for the time being, finding connections with each other is critical to preserving our mental health and ensuring a necessary standard of production to remain successful. Here are simple ways leaders can preserve connections with their teams:

Prioritize daily face-to-face check-ins. A quick, 10-minute "huddle meeting" with your team at a set time each day can foster an atmosphere of collaboration and teamwork. Ask all participants to turn on their video, if possible. We all communicate much more effectively when we can be heard and seen.

Celebrate milestones and accomplishments—regardless of size. Though we might not be physically together, that shouldn't stop us from getting together in the virtual space to celebrate each other and our accomplishments. Continue celebrating birthdays, work anniversaries and team wins—big and small.

Collaborate and educate. As an executive, you're part of a senior leadership team. Being a good team member includes sharing helpful information with other leaders. When meeting with your peers, include time on your agenda for ongoing training, best practice sharing and problem-solving. "What are you currently reading?" is a great question to spark an information-sharing session.

Do lunch. Remember how nice it was to get out of the office for a bit and share a bite to eat? It's still possible to create that same atmosphere of connection and conversation, even when working remotely. Consider sending lunch via food delivery apps to one person or your entire team.

When an In-Person Meeting Is Needed

All executives are tasked with performing duties such as delivering difficult news, negotiating contracts or disciplining an employee. Meetings related to these situations are best conducted in person. Face-to-face interactions allow meeting participants to share a common space, where distractions are minimized and technological issues eliminated. Unlike virtual meetings, an executive can control the environment of the in-person meeting and keep distractions and interruptions to a minimum. In-person meetings allow for a fuller sense of connection and trust over virtual meetings.

Because of our experience navigating 2020, we are all much better equipped to work in this new, virtual space. And now that we know better, we can all do better.

--Adapted from "[Tackling Important Conversations Virtually](#)," *Healthcare Executive*, Jean Willey Scallon, FACHE, regional vice president, operations, Signature Healthcare Services LLC, Corona, Calif., and an adjunct professor at Indiana University in the O'Neill School.

The Impact of Remote Work on Reading Body Language

Many people are fully aware of how their body language can communicate their feelings and emotions to the outside world, whether intentionally or not. For instance, crossed arms might signal defensiveness or hostility, consistent eye contact can relay a sense of confidence, leaning forward can suggest engagement and interest.

But with the widespread shift to remote work in the wake of the COVID-19 pandemic, millions of Americans have shifted to remote work, and for many that remote work is likely to remain a feature of employment for the foreseeable future, even as the pandemic subsides. This means, among other things, that common visual cues around body language are more difficult to pick up in the new remote world. There is widespread use of video conferencing tools, but these don't fully mimic the nuances of in-person body language.

There are many relevant cues that can be picked up through various aspects of digital communications in a manner similar to how body language is read. The ability to read that language is important for creating a positive work environment in remote and hybrid settings.

Something as simple as including a smiling emoji on an email or text can help set a friendly, disarming tone with colleagues and subordinates and change an email requesting a status update of a project from something that could be taken as demanding and impatient to a casual, friendly check-in.

The fact that millions of Americans have shifted to a remote work setting means that it's more important than ever to be conscious of how communication is received. While working in-person in an office allowed coworkers to rely on body language to communicate more effectively, that becomes more challenging in a remote setting.

Nevertheless, digital body language can help bridge the gap as long as employees understand how to leverage it. It's another form of communication that companies should be alert to as they help train their employees for success in the new world of work.

—Adapted from "[The Impact of Remote Work on Reading Body Language](#)," by HR Daily Advisor, a sibling publication to HealthLeaders, July 19, 2021.

CHAPTER NEWS

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

- [Online Engagement Continues](#) from May/June 2021 issue
- [Technology Enables Local Offerings](#) from March/April 2021 issue

The logo for ACHE NEWS features the word "ACHE" in a large, blue, sans-serif font, with a stylized white "E" that has a blue outline. To the right of "ACHE" is the word "NEWS" in a smaller, blue, sans-serif font.

The one-stop source **exclusively** for ACHE members

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/newsltr/ENEWS/ENEWS.cfm>

The logo for the ACHE Professional Development Digest features the word "ACHE" in a blue, sans-serif font, followed by "Professional Development Digest" in a bold, blue, sans-serif font. Below this is the tagline "Turning Learning into Results" in a smaller, blue, sans-serif font.

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/newsltr/pdd/pdd.cfm>

The logo for Elevating Leadership features the words "elevating leadership" in a white, serif font, set against a blue background with a white topographic map pattern.

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/newsltr/Elevating_Leadership/index.cfm