



ACHENV.ORG



QUARTER 2 2022

PRESIDENT'S MESSAGE



Khanh Anderson, FACHE

President, ACHE-Nevada Chapter

Greetings, ACHE-NV colleagues!

Summer is here! A heartfelt congratulations to the Class of 2022 and recognize our graduates from UNLV, UNR, and beyond. Your hard work has paid off and I am looking forward to seeing where your career takes you. Please let us know how we can be helpful to you on your journey.

The chapter is continuing its return to "normal" with both in-person and virtual events. We held our first Meet the Board event in several years in April and it felt so good to be able to reconnect face-to-face after so much time apart. In May, we raised money for veterans' charities with our Spring Golf Event in the South. We will raise more money at our second golf event of the year, the Reno/Sparks Golf Tournament, this August. And we've had some excellent educational programming hosted by our Programming/Social Committee and Courageous Conversations continues to gain traction. Thank you all for your dedication and engagement to the ACHE-Nevada Chapter. We will continue to ramp up our networking and educational events and work to include more offerings for our members up north. We hope you will be able to join us at our next Courageous Conversation on July 6th at 6pm and at our ACHE/HIMSS mixer at the Las Vegas Ballpark on August 3rd – Please register today!

As we close out the second quarter, I find myself reflecting on current events and the state of our state as well as the state of our country. With the Supreme Court of the United States reviewing several landmark cases, I know that there are many of us who are hurting and angry. The implications of some of these rulings are far reaching and my heart aches when thinking about what this could mean for our members and for our communities. I know that this chapter is very diverse and while we may not all see eye to eye on all things, we can agree that we are all humans deserving of compassion and empathy. In times of turmoil, the ACHE Code of Ethics provides a moral compass to guide us and outlines our duties as healthcare executives. As healthcare workers we have a duty to advocate for our patients and to support access to healthcare services to all people. I encourage you to participate in the public dialogue and advocate for solutions that improve the health status of the communities we serve. Should you find yourself in need of someone to talk to, my inbox is open.

Finally, I want to thank Michelle Bergstrom for her dedication as our Chapter Administrator the last two years. She has been instrumental in keeping us organized and on track and will be sorely missed. Best wishes to you, Michelle!

All the best,
Khanh

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,

*"To know even one life has breathed easier because you have lived. This is to have succeeded."
-Ralph Waldo Emerson*

As healthcare executives, we are endowed with a unique and sacred duty to lead teams who care for those in need. In our daily work lives, we may sometimes get embroiled in the details of our jobs, but we should never forget the mission we are called to serve. As difficult of a day or week we may have, it pales in comparison to the difficulties a patient is going through in their time of need or the support their family members may need as our teams care for their loved ones.

In addition to our patients and their loved ones, our team members need support as well. As healthcare leaders, it is incumbent for us to always keep their mental and physical health at the forefront of our daily tasks. This may not appear as a daily huddle or weekly conference call, but should be done on a regular basis nonetheless. Our servant leadership is to both our patients and employees. If we can ask a handful of our team members everyday how they are doing and feeling, we can make a significant impact on our workforce to achieve our organization's mission, vision, and values.

Finally, we must also look within and ensure that we are also strong emotionally and physically. If we do not possess both physical and mental strength, we cannot be successful in our professional and personal lives. If you need someone to talk to, do not hesitate to speak with a loved one, a friend, or a colleague. Sometimes all we need is a candid conversation or someone to hear our thoughts and provide their insight. We are only as strong as our weakest link.

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 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.

Vick S. Gill, FACHE
Regent for Nevada

DIVERSITY, EQUITY & INCLUSION

SAVE THE DATE!

Join us for **Courageous Conversations** on the first Wednesday of each month at 6:00 PM

WebEx Meeting link:

<https://achenevadachapter.my.webex.com/achenevadachapter.my/j.php?MTID=m4ce493950905858103b9e145f1841d3a>



CERTIFICATION

Become a Fellow of the American College of Healthcare Executives (FACHE) – 4/11/2022

Requirements to submit your online application form to earn your FACHE (you must meet all requirements **before** you submit): <https://www.ache.org/fache/earn-my-fache>

Submit your online application and \$250: <https://www.ache.org/fache/start-or-continue-my-application>

Learn more about the Board of Governors Exam: <https://www.ache.org/fache/earn-my-fache/bog-exam>

Once you have met all the requirements and passed the Exam, you are considered a Fellow. You may begin to use FACHE in your signature immediately and make plans to attend the Convocation Ceremony at the Congress on Healthcare Leadership.

These requirements are governed by, and detailed in ACHE’s Regulations Governing Admission, Advancement and Recertification: https://www.ache.org/-/media/ache/fache/acheregulations_current.pdf?la=en&hash=D4CC1B7E0E08D4F008F75AEC85B21C1C8B4228EE&hash=D4CC1B7E0E08D4F008F75AEC85B21C1C8B4228EE

Board of Governors Exam Highlights:

- 1) Six hours are given to complete the Exam consisting of 230 multiple choice questions with four answers to select from:
 - a. 200 questions—Scored for the Exam
 - b. 30 “Trial” questions—Not scored for the Exam, but evaluated for possible use as scored questions on future Exam forms
- 2) Scored Questions are broken down into 10 Knowledge Areas

i	Healthcare
ii	Management and Leadership
iii	Finance
iv	Human Resources
v	Quality and Performance Management

vi	Business
vii	Healthcare Technology and Information Management
viii	Laws and Regulations
ix	Professionalism and Ethics
x	Governance and Organizational Structure

Prepare for the Board of Governors Exam in Healthcare Management: <https://www.ache.org/fache/prepare-for-myexam>
Guidelines to Plan Your Preparation

- 1.) Review the Exam Outline: <https://www.ache.org/fache/the-board-of-governors-exam/board-of-governorsexam-outline>
- 2.) Evaluate your level of skill, knowledge or competency on each task using the ACHE Healthcare Executive Competencies Assessment Tool: <https://www.ache.org/-/media/ache/career-resource-center/cat-2022.pdf>
- 3.) Develop a plan of courses, reading and mentoring in areas where you may need further skill, knowledge or competency.

Resources to Help You Prepare for the Exam

-Board of Governors Online Tutorial – On-Demand Study Tool: <https://www.ache.org/learning-center/education-andevents/events/single-session-events/bogtut20>

-Board of Governors Exam Study Set: <https://www.ache.org/learning-center/publications/book-bundles/bog-study-set>

-Board of Governors Exam Flashcards (with digital access): <https://www.ache.org/learningcenter/publications/books/24051>

-Board of Governors Exam Study Bundle: <https://www.ache.org/learning-center/publications/book-bundles/board-ofgovernors-exam-study-bundle>

-local ACHE Chapter

Board of Governors Preparation

GUIDELINES:

1. REVIEW THE EXAM OUTLINE.
2. EVALUATE YOUR LEVEL OF SKILL BY UTILIZING THE ACHE ASSESSMENT TOOL (LOCATED BELOW)
3. FROM THERE DEVELOP A PLAN FURTHER SKILL, KNOWLEDGE OR COMPETENCY.

RESOURCES TO HELP

- VIRTUAL BOARD OF GOVERNORS EXAM REVIEW COURSE
- BOARD OF GOVERNORS EXAM STUDY SET
- BOARD OF GOVERNORS EXAM FLASHCARDS (WITH DIGITAL ACCESS)
- BOARD OF GOVERNORS EXAM STUDY BUNDLE
- ALSO, CHECK WITH THE LOCAL CHAPTER AND THE WEBSITE BELOW

[ACHE.ORG/FACHE/PREPARE-FOR-MY-EXAM](https://www.ache.org/fache/prepare-for-my-exam)

Earn MY FACHE

Requirements to be met prior to applying:

Membership & Advanced Degree

- ✦ ~Current member with 1 year as ACHE member (student membership doesn't count towards the year)
- ✦ ~Master's degree or other post-baccalaureate degrees

Healthcare Management Experience

Currently, hold an executive healthcare management position **AND** have a minimum of 5 years of healthcare management experience ✦

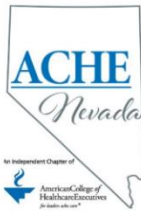
References

Obtain two references:

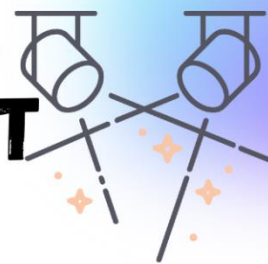
1. Reference is a *structured interview*, either face-to-face or by telephone, between you and a current Fellow. ✦
2. Reference is in *written form* and should come from another current Fellow, or a senior leader within your organization.

Continuing Education & Volunteer Activity ✦

- ~36 continuing education hours related to healthcare management and administration within the 3 years
- ~Complete 4 volunteer activities within the 3 years prior to application. 2 of these activities in community/civic & 2 of these must be healthcare-related activities.



FELLOW SPOTLIGHT



Brian Washburn, FACHE

Executive Director of Operations
Humboldt General Hospital
Winnemucca, NV



MEMBERSHIP

It is never too late to be a part of ACHE! Life gets crazy and its easy to overlook important things such as renewing your ACHE membership. If you find your membership has expired, don't worry, it is very easy to get on the ACHE website and pick-up where you left off. The Membership Team is also working with the entire Board to reach out to past members with expired memberships to remind them how fast and easy it is to renew and rejoin the Chapter.

We would like to welcome the below members that joined the Nevada Chapter in Q2 2022:

- Charlisha LeJeune-Brown
- Elise Ruddell, MSN, RN
- Robert Lerma
- Christine M. Cecchini
- Bertrand L. Roberson, MBA
- Fredrick D. Smith
- Alicia Glassco
- Becky Haase
- Allison Saunders
- Erin Van Kirk
- Taralynn Bassham
- Jimmy Lao
- Hailee Long
- Shana M. Tello
- Louie Tandiono-Cellona, MBA
- Douglas Hopkins
- Martial Koffi
- Jacob Watts
- Denise Cardona, AuD



Name: Geoffrey Empey
Position/Organization:
Assistant
Administrator,
Centennial Hills Hospital

Centennial Hills Hospital

Number of years in your position: 3 Yrs

Alma Mater(s): UNLV Masters of Health Care Administration, UNLV Bachelors of Arts – Interdisciplinary Studies-Multidisciplinary Studies

Hometown: Logandale, NV

Bio:

I started out working for my fathers Medical Practice when I was in high school working EVS and Medical Records in Mesquite, NV. Later I worked for a startup Locums Hospitalist company for about 2 years, before working for HCA Farwest Ambulatory Division in Accounting Dept at a local surgery center while I was in grad school. During my final semester of grad school I completed a 6 month internship at Desert Springs Hospital Medical Center where I shadowed the COO and worked on an ER throughput project and various other projects. Once I completed grad school, I took a Program Director position in Central California at Sierra View Medical Center where I really learned about operating a successful business and connecting with the community partners. The hospital support and experience that I gained prepared me for an opportunity with UHS for the hospital administration program and joined UHS in 2019 as an Assistant Administrator at Valley Hospital Medical Center. During the pandemic I was assigned to cover Valley Hospital and Centennial Hills hospital before finally transitioning up to Centennial full time last October which is where I reside full time.



Questions:

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

I decided to joining ACHE because of a close friend and mentor that gave me great advice and shared how ACHE would be a stepping stone for my career and allow me to network with other senior level leaders in healthcare. I joined ACHE as a professional member in 2016 and received my FACHE in the spring of 2021.

- What would you tell other professionals who have not joined ACHE as to the benefits of membership? It's a great way to get exposure to the entire industry with amazing leaders from that are willing to pass on their experiences and mentor the next rising generation.

- What would your words of encouragement be to early careerists about pursuing healthcare leadership positions given the ever changing healthcare environment? Be a sponge and never stop learning, set goals, and just serve wherever you are.



Name: Laura Shea
Position/Organization:
Chief Marketing
Officer/Humboldt
General Hospital

Number of years in your position: 19 months current position; over 20 years of experience in healthcare management

Alma Mater(s): BA, Art/Photography - Brescia University; MHA – Seton Hall University; MS, Integrated Marketing Communications – West Virginia University
Hometown: Owensboro, Kentucky

Bio:

I began my career in healthcare management over 20 years ago at Claxton-

Hepburn Medical Center in Ogdensburg, New York. I served in roles of marketing, community relations, and strategic planning. I was a member of the leadership team for approximately 15 years.

In late 2020, I relocated to Winnemucca to take on the leadership role in marketing and community relations at Humboldt General Hospital.

In addition to my two master's degrees, I am proud to be a Fellow of the American College of Healthcare Executives. I served on the board of directors of the central New York ACHE chapter - Health Care Management Association of Central New York from 2013 to 20, holding the offices of secretary/treasurer, president-elect, and finally, president prior to my departure for Nevada in 2020.

Questions:

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

I joined ACHE in 2003 and earned my Fellow in 2006. I joined ACHE for its educational and networking opportunities. I was also drawn to ACHE because of its work to develop and support healthcare leaders.

- What would you tell other professionals who have not joined ACHE as to the benefits of membership? ACHE provides a wealth of opportunities to expand your knowledge of the industry and build great relationships. It's the best single organization for professional growth at both the regional and national level.

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

Be a lifelong learner. Look for opportunities to learn how different organizations tackle the problems that face us as an industry and acknowledge that there may be more one than one solution to a problem. Don't be afraid to ask questions. Take advantage of any mentor relationships or shadowing opportunities that you can find. Share the knowledge that you gain because new perspectives are necessary to improve the care we provide to our communities.

We would like to take a moment and introduce the
2022-2023 UNLV HCASA Board Members

President: Janan Apple, MHA 2023



Vice President: Kristina Eddy, MHA 2022



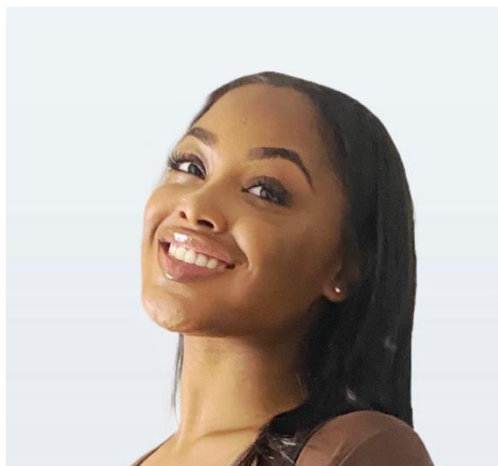
Vice President of Finance: Gabby DeLa Rosa, MHA 2023



Vice President of Public Relations: Sara Wondem, BS 2022



Vice President of Administration: Emerald Bowens, BS 2023



PROGRAM & SOCIAL

PAST EVENTS

Title: Discover How to Use Your HCAHPS Data and Make Improvements in Your Patients' Experience of Care (Virtual Event) 5/12/22

On May 12th, we held a virtual panel discussion to talk about how to use HCAHPS data and make improvements in patients' experience of care. Special thanks for our facilitator, Kurt Houser, and presenters Denise Quigley and Barbara Lewis!

Title: F2F Behavioral Healthcare: Approaches to Increase Value for the Organization and Meet Community Needs 6/8/22

On June 8th, we had another successful F2F discussion held virtually and discussed behavioral healthcare needs and approaches to increase value. Special thanks for our moderator, Audwin Angosta, and panelists Steve Shell and Scott Snider!

Check out some photos of our events this quarter!

We had our Meet the Board Even in April. This event gave our members the opportunity to meet with our board and network with other ACHE members. We had the opportunity to reflect on the past year and plan for the upcoming year.



We also gave back to the community by partnering with Get Outdoors Nevada and the City of North Las Vegas to clean up the Lower Las Vegas Wash Trail!



May 16, 2022
 Charity Golf Tournament
 Benefiting Nation of Patriots
 Nevada Healthcare Forum



2022 Charity Golf Tournament
 Benefiting Nation of Patriots
 Nevada Healthcare Forum

UMC
 UNIVERSITY MEDICAL CENTER
 Mason VanHouwelling

The Valley Health System Karia Perez	Kindred Linn Billingsly	MDIS MEDICAL DEVICE MANUFACTURER ASSOCIATION Chris Fosnot	EFFORTCESS Kyle Jamleson
SMART INC. Mark Cannady	BANK OF NEVADA Walter Hashimoto	AIS ONE COMPANY. MANY SOLUTIONS. Michael Limon, Dave Clark	NEVADA HEALTHCARE FORUM 703-CARDIAC William Rest, M.D.
DDC COMMERCIAL DEVELOPMENT & CONSULTING David Bondurant	hfma nevada chapter Holly Gavin	A.C.H.E. - Nevada Chapter AN ASSOCIATION OF COLLEGES OF HEALTHCARE EDUCATION Larry Preston	HIMSS NEVADA Chapter Dan Galles
Silver State ACO Rhonda Hamilton	HEALTHY TECHNOLOGY SOLUTIONS Leo Bletnisky	nudjhealth Yurt Sudhakar & Earl Bray	OFUSA Paul Higgs





DATE	TYPE	DETAILS
8/3/2022, 6:30 PM	Networking	Aviators vs. Aces, Las Vegas—Co-hosted by ACHE and HIMSS
8/10/2022, 6:00 PM	Networking	Courageous Conversations
8/27/2022	Networking	Reno/Sparks Golf Tournament
9/7/2022, 6:00 PM	Networking	Courageous Conversations
9/30/2022, 7:00 AM	Education/Networking	Northern NV Women's Leadership Breakfast, Atlantis Reno
10/6/2022	Education/Networking	Nevada Healthcare Forum

Tickets available on Eventbrite for the Aviators vs. Aces on 8/3/2022

\$35 per ticket for ACHE and HIMSS Members

<https://www.eventbrite.com/e/nevada-ache-and-himss-aviators-networking-event-tickets-333235124227>

NATIONAL NEWS | Q2 2022

ACHE Call for Nominations for the 2023 Slate

ACHE's 2022–2023 Nominating Committee is calling for applications for service beginning in 2023. ACHE Fellows are eligible for the Chair-Elect and Governor 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 2 (two-year term ending in 2025)
- Nominating Committee Member, District 3 (two-year term ending in 2025)
- Nominating Committee Member, District 6 (two-year term ending in 2025)
- Four Governors (three-year terms ending in 2026)
- Chair-Elect

Please refer to the following district designations for the open positions:

- **District 2:** District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico & Virgin Islands, South Carolina, Virginia, West Virginia
- **District 3:** Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
- **District 6:** Air Force, Army, Navy, Veterans Affairs

Candidates for Chair-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 Chair-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.

Following the July 15 submission deadline, the committee may meet to determine which candidates for Chair-Elect and Governor will be interviewed. All candidates will be notified of the committee's decision via email by Sept. 30, and candidates for Chair-Elect and Governor will be interviewed in person Oct. 27.

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

The FACHE® credential is the standard for board certification in healthcare management. Obtaining this prestigious credential signifies hard work, dedication and commitment.

[Learn more about](#) the requirements to sit for the Exam and the resources available to help you prepare.

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.

Executive Diversity Career Navigator

The [Executive Diversity Career Navigator](#) is an online resource designed for healthcare leaders from underrepresented groups to successfully navigate their career path to senior-level positions. By enhancing diversity in leadership, the EDCN will help cultivate a diverse healthcare workforce that is best equipped to address disparities in care and access—effectively improving health for all.

EDCN offers its users access to information, tools and inspiration for navigating their career paths to senior level positions. It is a place for healthcare leaders from diverse backgrounds and at all career levels to learn from others who have successfully navigated their route to C-suite healthcare management. Learn more about [EDCN](#).

Forum on Advances in Healthcare Management Research

ACHE is inviting authors to submit proposals to present their research at the 15th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's Congress on Healthcare Leadership, **March 20–23, 2023**. The lead presenter of each selected proposal will receive a complimentary registration to Congress. [Learn more](#) about the selection criteria and submission instructions. The deadline of 7/11/2022 has passed to submit a proposal.

ARTICLES OF INTEREST | Q2 2022

Articles of Interest

Q2 2022

Traits for Tomorrow's Leaders

Developing leadership talent is a significant challenge facing healthcare; it is tough to address, as the exit of industry leaders looms large in light of career-defining pressures created by the pandemic. The pandemic's timing coincides with many baby boomers entering retirement age. This has the potential to leave a vacuum of power and experience that neither of the two generations after them can address on their own. The number of Generation Xers is too few to fulfill the demand, and while some millennials are exceptionally qualified to take senior positions today, most are still developing and honing their skills. As healthcare organizations work to fill leadership positions and prepare the next generation of leaders, what traits will be most important for those leaders to possess?

Traits for Aspiring Leaders at all Stages

Entrepreneurship: *Develop an entrepreneurial mindset aimed at meeting others' needs.*

Although it seems to be part of a new vernacular, "entrepreneurship" in healthcare is hardly new. In her book *Unlikely Entrepreneurs, Catholic Sisters and the Hospital Marketplace 1865–1925*, Barbra Mann Wall shares the story of a 27-year-old Irish immigrant nun who sailed across the ocean in 1877 and would later become administrator of a major Catholic hospital in the U.S. That nun, Sister Lidwina Butler, would ultimately lead two different hospitals, and her second stint as a hospital administrator would last 18 years.

Her literal and figurative journeys defined her and many other religious women who set sail from Ireland and other European countries and some who relocated from within the United States to serve the healthcare needs of others. The women who made those journeys also helped set the standard for the modern healthcare leader: to create and sustain a robust health infrastructure and care models to take care of the vulnerable, their families and communities. Their model of entrepreneurship was as relevant then as it is today. They carefully and systematically studied their communities to identify unmet needs and focused relentlessly on meeting those needs—traits today's leaders should aspire to as well.

Accountability: *Be accountable to yourself and others.*

For years, author Cy Wakeman has proposed that accountability—which she describes as the mindset to exert control over one's circumstances and embracing reality—increases individual performance. Embracing reality and rejecting the urge to fill in the blanks with biases and drama are timeless characteristics that will help leaders succeed.

Trust and Trustworthiness: *Trust and be worthy of the trust of others.*

In their Sept. 8, 2016, article in the journal *Business Ethics: A European Review*, authors Alvaro Lleo de Nalda of the University of Navarra, Manuel Guillen of the University of Valencia, and Ignacio Gil Pechuan of the Polytechnic University of Valencia, discuss their research on the influence of three factors that influence the trust between managers and subordinates. They use the widely accepted definitions of these terms as follows:

- Ability: The skills and knowledge necessary to do one's job.

- Benevolence: The demonstration of caring for those under one's leadership, and loyalty to them for reasons not related to self-interest.
- Integrity: The adherence to sound ethical and moral principles (including an organization's articulated values) and following through on one's word.

Though organizations have multiple ways in which to influence the degree of trust employees have in them, there is no variable more able to impact trust than the immediate supervisor.

Higher Purpose: *Connect to the mission and find a higher purpose at work.*

In their book *Option B*, Adam Grant and Sheryl Sandberg speak about the importance of finding meaning at work. For those of us in the healthcare workforce, well-being is dependent on the healthy integration of life and work. As a generation of millennials engages in leadership pursuits, many also are experiencing how life and work are now permeating each other. They, like Gen X and baby boomers, realize the importance of what we do matters beyond profits and losses and that we can impact the lives of others for the better, thereby increasing fulfillment with work. To do work that matters also increases one's ability to experience happiness and joy in life and work.

A Leadership Framework

Luminis Health has developed its Team, Change and Business leadership framework as the foundation of its efforts toward leadership development. Leaders who attend training or perform developmental activities intentionally tie what they have learned into this framework. This balanced approach ensures every aspect of a leader's competency is appropriately supported and developed.

The TCB framework informs the identification and development of high-potential leaders. It also helps the organization achieve effective succession planning. Luminis Health's Leadership Essentials, one of the mechanisms for leadership development based on the TCB framework, aims to develop a balanced set of competencies common to all leaders in the organization.

Tools for Team and Self-Development

As part of their development, leaders at Luminis Health become versed in principles of mindfulness and well-being. Leaders also use talent-measurement tools to uncover their strengths, help them lead with those strengths, as well as celebrate and capitalize on the strengths of others on their teams. The organization also administers emotional intelligence competency assessment tools. In addition, it offers opportunities for leaders to discuss the results revealed by both tools individually and in groups led by certified facilitators.

As the healthcare field continues to evolve, the next generation of leaders will need to be well prepared for what lies ahead. With these leadership traits in mind, and with rigor and attention to leadership development, healthcare organizations will be able to continue to care for their patients and improve the health of the communities they serve while providing career opportunities in which leaders and staff can thrive. —Adapted from "[Traits for Tomorrow's Leaders](#)," *Healthcare Executive*, J. Manuel Ocasio, FACHE, chief human resources officer, Luminis Health, Annapolis, Md.

Repelling Cybersecurity Events

In recent years, many healthcare organizations have stepped up their cybersecurity efforts, but phishing scams and ransomware attacks have become more sophisticated. Healthcare remains a prime target for criminals. Cybercriminals have learned that healthcare organizations not only maintain large quantities of data but also will pay substantial sums of money to avoid an interruption in patient care and protect the safety of patients.

Healthcare's recent digital expansion means cybercriminals have more targets. Telehealth, remote patient monitoring and patient-focused digital tools, such as mobile health tracking apps and patient portals, extend a health system's digital landscape far beyond a physical campus. The pandemic has also brought cybersecurity challenges to the forefront. More employees working off-site means information from across the organization is accessed from unvetted locations. This requires attention to how the remote workforce's processing, access and storage of data is secured.

The following actions can be taken to help organizations prepare for and repel a cybersecurity event:

Build your human firewall. A key takeaway of the publication is that cybersecurity can no longer be viewed only as the province of the IT department but must be the responsibility of all staff who have access to digital information, EHRs or network resources.

It cannot be overemphasized that organizations must build a culture of cybersecurity, also called the human firewall, in addition to their existing technical security programs. Basic cyber hygiene and patching will always be required. However, it only takes one person falling victim to a phishing scam to jeopardize the whole organization's security posture, so the days of cybersecurity being solely IT's responsibility are gone forever. This requires an awareness of cybersecurity threats, a continuous evaluation of existing threats and the incorporation of preventive strategies at all levels of the organization.

Gain senior leadership buy-in. A defining characteristic of an organization that establishes its human firewall is ardent buy-in from leadership. Effective senior leaders make sensitivity to cybersecurity threats and organizational preparedness part of the way the organization performs its work. An important step is supporting the chief information security officer's promotion of cybersecurity programs. One program of importance is the development of a strong human firewall that achieves the following four objectives:

1. Identification of social engineering attempts to get confidential information or a user's credentials. Does staff know how to identify a phishing email or text?

2. Rapid identification of a cyber event. Does staff know the signs of a cyberattack and how to report?
3. Rapid response to a cyber event. Does staff know how to contain a cyber event?
4. Continuous improvement. Is the program frequently reviewed and modified as needed?

Cybersecurity threats should be treated as a matter of when, not if. A strong human firewall requires an awareness of vulnerabilities and responses at all levels of the organization.

Establish staff training programs. With staff expected to take a greater role in cybersecurity, organizations would be remiss to neglect staff training. Training needs to include the entire workforce, not just clinicians. Every member of the organization needs to know that they are a critical part of an organization's cyber defense and be educated to anticipate both conventional and nonconventional intrusions. These exercises should be tailored to different staff roles and the technology frequently used in each position.

To stay ahead of new threats, staff training cannot be a one-and-done event. Regular refreshers need to be part of the plan. Periodically evaluate staff to ascertain whether they appropriately respond to test cyber challenges such as phishing or social engineering tests. Based on the results of the testing, additional training should be conducted and the cycle repeated.

Testing should include how to identify and what to do in the event of a cyber security incident and not be limited to phishing tests.

Incorporate cyber emergency management. Responses to cybersecurity attacks need to be incorporated in other emergency plans. This includes having a clear link to business continuity and emergency management plans and ensuring staff can identify when a cyber incident should trigger the plan.

Any plan should include how to safeguard the greatest amount of data and information in a cyber event and who to notify if a potential breach occurs. In addition, operational contingencies need to be in place if a cyber event impacts some or all IT and biomedical systems. Staff can limit the impact of cyber events by thinking ahead and protecting critical backups from cybercriminals and making sure that offline emergency documentation is kept up to date.

Be mindful of staffing. Thinly spread staff and workforce burnout are growing issues as employees are asked to be more efficient and do more with the same or less. Overstretched and burnt-out staff make it challenging to maintain an effective human firewall because they are prone to making mistakes that affect security. Organizations, in recent years, have reduced headcounts to be as operationally efficient as possible. This limited staffing creates a challenge in how to prioritize daily operational responsibilities and strategic projects with important cyber initiatives and cyber responses. Senior organizational leadership needs to be mindful of these challenges and collaborate with IT and business leadership to ensure that one does not suffer because of the other and either clearly reprioritize activities or bring in additional staff as needed. This will be easier for some organizations than others, especially in the current climate, where, even if there is a desire to bring in additional staff, many organizations are struggling with recruiting and maintaining their workforce.

As an alternative, in some cases, to hiring a consultant or bringing in additional IT staff, a wealth of free and trusted resources is available from government agencies and business partners. Some free resources that highlight best practices and include free cybersecurity tools include Cyber Insurance Carriers, Cybersecurity & Infrastructure Security Agency, Healthcare and Public Health Sector Coordinating Council, InfraGard, Internet Crime Complaint Center, National Institute of Standards and Technology, and SANS.

The Joint Commission is also always willing to share its winning practices, and it will continue to post cybersecurity guidance and recommendations on its website for public use.

—Adapted from "[Repelling Cybersecurity Events](#)," *Healthcare Executive*, Patrick Ross, associate director, Federal Relations, The Joint Commission, Oak Brook, Ill.; and Michael DeGraff, director, Enterprise IT Security, The Joint Commission, Oak Brook, Ill.

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