



QUARTER 3
2022
09.30.22

ACHENV.ORG

PRESIDENT'S MESSAGE



Khanh Anderson, FACHE

President, ACHE-Nevada Chapter



Greetings, ACHE-NV colleagues!

Welcome to all our new ACHE members that have joined us these past few months. We are so excited to have you. This summer we also welcomed two new representatives for our armed forces. Please join me in welcoming **Col. Danny Blake** and **Lt. Col. Joseph Popham** to our chapter leadership. We look forward to working with you.

The chapter has had a busy summer and fall is already in full swing. We had a great turnout at our annual Las Vegas Ballpark event and strengthened our partnership with **HIMSS** – we will continue to leverage our partnerships with HIMSS and other local professional organizations to promote collaboration and communication as we advance the healthcare space for the state of Nevada. We also had great turnout at our first Meet the Chief event in several months at the VA and are planning several additional opportunities for our members to meet other health care leaders in both Northern and Southern Nevada. There have been several well-deserved promotions of our ACHE members that we are looking to elevating them and celebrating their successes.

Coming up this fall, we have the 15th annual Nevada Health Care Forum, during which we will be offering 3 face-to-face credits and an additional 5 qualified education credits. We also have our annual strategic planning session in November and our annual Holiday mixers in Reno and in Las Vegas in December. I hope to see you all there.

As we transition into winter, please take some time to consider serving on our ACHE-Nevada Board of Directors, volunteering on one of our committees, and/or obtaining your FACHE credentials. There are many ways that you can grow and improve and getting more involved in our chapter is one of them. Please let us know what we can do to help you grow in your field.

All the best,
Khanh

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

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

-Ralph Waldo Emerson

Fellow ACHE Nevada Members,

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.

DIVERSITY, EQUITY & INCLUSION

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

WebEx Meeting link: [Courageous Conversations ACHE-NV WebEx](#)

**BE BRAVE
ENOUGH TO
START A
CONVERSATION
THAT MATTERS**

Board of Governors - Preparation

GUIDELINES

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

RESOURCES TO HELP

- VIRTUAL BOARD OF GOVERNORS EXAM REVIEW COURSE
- BOG EXAM STUDY SET
- BOG EXAM FLASHCARDS (WITH DIGITALACCESS)
- BOG EXAM STUDY BUNDLE
- CHECK WITH YOUR LOCAL CHAPTER AND THE WEBSITE BELOW

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.



It is never too late to be a part of ACHE! Life gets crazy and it's 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 Q3 2022

Alison Coots, MBA
Autumn L. Stegall
Capt Lauren A. Rose
Christopher Radley
Henry J. Johnson, MHA
James A. Milner, MBA, MHA
James L. Andrews, MPH
Jennifer Wheeler, PharmD
Jonathan G. Sanchez
Kendra Webber
Kendreaia Dickens-Carr, MD
Lali Sekhon, MD, MBA
Linda L. Rankin
Loren Dilger
Mark Behl, FACHE
Melissa Veil
Melody Glisson
Michele Butts
Natalia Huiztil
Nicola DePaul, PhD
Praveen Jayakumar, MD, MS
Robert J. Vadovic
Stephen J. Pennington, MBA,
MSN, RN
Yssel T. Cortez

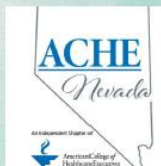
ACHE-Nevada Chapter Fellows - Help us to inspire members to earn their Fellow credential!

We will be filming brief 15 second testimonials
at the Nevada Healthcare Forum

Answer one of the following questions:

1. What made you want to become a Fellow?
2. What was the hardest obstacle you had to obtain your Fellow?
3. What is something you know now that you wish you knew when you started out on your Fellow journey?

Please respond if you are interested in your answer being recorded and shared to Chelsea.Monervino@encompasshealth.com



Member
Spotlight

Name: Kristina Eddy

Position/Organization: Master of Healthcare Administration Candidate.

Alma Mater(s): University of Nevada, Las Vegas

Hometown: Fresno, California



Bio:

I was inspired to make a career change during the pandemic and found myself admiring the resiliency of healthcare teams. After extensive reflection and research, I applied to the MHA program at UNLV. Through the program, I've been fortunate to meet and work with other healthcare professionals. I most recently completed an administrative internship with Sunrise Hospital and Medical Center. I was exposed to multiple departments and the healthcare delivery challenges faced by hospitals. Their leadership and guidance has inspired me to grow my career in a hospital setting. I am set to graduate in December of this year and I am excited to see where my career takes me.

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

I joined ACHE when I started my MHA graduate program in 2020. I was new to healthcare and needed as much guidance as possible. I heard about ACHE from my program coordinator and joined right after our conversation! She described all of the incredible networking opportunities available to members and also discussed the mentorship program. It was exactly what I was looking for as an industry newcomer.

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

ACHE has been instrumental in my career. It has allowed me to build a strong network and has taught me how to be a better healthcare leader. As the Vice President of the Healthcare Administration Student Association at UNLV, I am sure to always encourage my fellow students to join. It's a great way to build a successful career.

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

Work with intent, and find people to learn from.

Member
Spotlight

Name: Mitchell Fong

Position/Organization: Vice President of Virtual Care, Renown Health

Number of years in your position: 1 in current role, 10 years with Renown and 3.5 years leading telehealth

Alma Mater(s): University of California San Diego, University of Nevada Reno

Hometown: San Mateo, CA (originally) → Reno, NV (last 10 years – currently my hometown)



Bio:

Mitchell Fong is the Vice President of Virtual Care at Renown Health serving northern Nevada, Lake Tahoe and northeast California. Renown's vision is to make a genuine difference in the health and well-being of people and communities that they serve. Mitchell has been in healthcare for over 10 years. He studied molecular biology at University of California, San Diego before pursuing a masters degree in public health, with a focus in Epidemiology, when he became enamored with telehealth while focusing his research on the need for telehealth in Rural Nevada to address healthcare equity and control healthcare costs. Mitchell completed his MPH as well as an Executive MBA at University of Nevada, Reno.

Mitchell has served in multiple roles across the healthcare industry spanning both acute and ambulatory operations, analytics, and population health strategic planning prior to leading Telehealth and Virtual Care. Mitchell currently is a board member for the American College of Healthcare Executives (ACHE) Nevada chapter and humbly serves on the Diversity, Equity, and Inclusion (DE&I) committee while also serving on the board of the Food Bank of Northern Nevada. As a public health professional, Mitchell has been able to help implement and develop population health and virtual care strategies and is dedicated to his mission of improving the healthcare of the community, no matter the size or barriers.

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

I joined ACHE to have a network of peers and mentors to help provide a framework for development and growth as a healthcare professional. I have been a member for over five years and even started as a student member years ago. The organization has provided opportunities for continued education and training to provide structure for leadership development.

What would you tell other professionals who haven't joined ACHE as to the benefits of membership?

I would tell them the benefits are solely for development and growth for early and middle career healthcare professionals but it is also for those looking to add skills in professional development and mentorship as well. It is important that members can both grow and help others grow throughout their journey and ACHE provides great infrastructure for peer support growth. It is also a great way to connect with other healthcare professionals in our community to find opportunities to collaborate and address communities needs together.

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

Healthcare is always evolving so as a healthcare executive it is extremely important to remain agile and continue learning and growth to be the best current and future leader for the community. Ethics, quality, and safety are things that should always be a priority no matter what the initiative. While the industry may evolve, the expectations set for yourself related to ethics, quality, and safety should never change as you move into different roles with larger responsibility and decision-making authority. Ethics should drive your motivation and actions to ensure you continue to serve your patients, employees, and communities.



Las Vegas Aviators Night at the Ballpark with Nevada ACHE & HIMSS
8/3/22

The Nevada ACHE Chapter partnered with HIMSS Nevada to host a night at the ballpark on August 3 when the Aviators took on the Reno Aces. With over 50 people in attendance, it was a great night of good food, drinks, networking and baseball. This continues to be a popular networking event among chapter members each year!



Meet the Chief: VA Southern Nevada Healthcare System Leadership
8/17/22

On August 17th, we had a successful Meet the Chief event with VA Southern Nevada Healthcare System leaders at their Medical Center. They shared their experiences working in the government system and private sector. Attendees had an opportunity to tour their beautiful facility and after the panel discussion there were opportunities to network and discuss leadership options available in the government system. It is always great to listen to the various types of healthcare delivery systems that are offered in Nevada and how important the VA system plays in the healthcare to our veterans. We were pleased with the attendance at this event and thankful to the team at the VA for hosting the event and having a wonderful pizza dinner after the speakers.



Thanks to **Jessica Payne** for moderating and our panelists: **William “Bill” Caron** (CEO/Director), **James “Jim” Zeigler** (Deputy Director), **Dr. Alexander Isani** (Deputy Chief of Staff), and **Kristan Murray** (Associate Director).

The system CEO, Bill Caron summarized his comments below:

“I’ve been blessed to have worked in healthcare for the past 30 years serving in clinical, management, and executive leadership roles. In totality, I’ve spent about half that time in the private sector and the other half in the federal sector. There are pockets of greatness in both worlds, and we could spend days debating the merits and pitfalls that occur within each respective system’s approach to care. I would advocate that the efforts put forth to assure quality, safety, access, and positive patient experiences are at the forefront in both arenas. Public healthcare leaders work within an unwieldy bureaucracy with sometimes conflicting goals of lawmakers who oversee the agencies and approve budgetary spending. Regulations are complex and shifts in mission focus routinely occur with changes in political leadership. Private healthcare leaders on the other hand live with unwavering financial pressures while contending with constant competition and maneuvering for market share. Despite the contrasts in how the business of healthcare is levied towards beneficiaries within private and government driven healthcare systems, both require leaders that inspire, influence, and foster collaboration to achieve their goals and objectives.”



We want to thank Bill and his team for the panel discussion and look forward to seeing you at our future events.

UPCOMING



EVENTS



DATE & TIME	DETAILS	LOCATION
9/29/22 @ 4:30 PM	NORTH: Board & Bubbles	North
9/30/2022 @ 7 AM	Northern NV Women's Leadership Breakfast Registration	North
10/12/2022 @ 6 PM	Courageous Conversations:	Virtual
	Nevada Healthcare Forum Registration	
10/6/2022 @ 7 AM – 7 PM	F2F 1: Key State Health Legislative Issues Facing Leaders F2F 1: Industry Leaders Perspectives F2F 1: Equity of Healthcare 5 Qualified Education Hours	South
10/06/22 @ 5 PM – 7PM	SOUTH: Board & Bubbles after Healthcare Forum	South
October TENTATIVE	Mentoring Mix Up @ UNLV	South
11/2/2022 @ 6 PM	Courageous Conversations:	Virtual
11/3/2022 @ 5:30PM	Mentorship Closing Ceremony	South
11/4/2022 @ 1 PM – 4 PM	ACHE-NV Strategic Planning Session	South
11/4/2022 @ 4:30 PM	After Session Networking – Location TBD	South
12/7/2022 @ 6 PM	Courageous Conversations:	Virtual
12/6/2022 @ 5:30PM - 8:00PM	Holiday Mixer – Location TBD	North
12/8/2022 @ 5:30PM - 8:00PM	Holiday Mixer – Location TBD	South

Providing medical equipment and supplies FREE to Nevadans in need for more than 30 years!

Interested in learning more about becoming a Board Member at CARE Chest? Contact Anne Schiller, Executive Director, today!

aschiller@CAREChest.com
(775)829-2273 x 101



Nurses, Medical professionals, Friends & Family!

Nurses and medical professionals are on their feet 12 + hours a day. They need to recover and take care of themselves just like professional athletes. UFC FIT gym wants to give back to the medical community and allow access to the phenomenal facility!

UFC FIT CENTENNIAL 5651 Centennial Center Blvd, Las Vegas, NV 89149

Sat, OCT 1ST & Sun OCT 2ND 9AM -5PM

FREE weekend of relaxation, fitness, fun, vendors.

Guests appearances from UFC and local professional athletes.

Access to the gym all weekend including classes and use of the Recovery Area - Cryotherapy, Body Compression Devices, Pool, Jacuzzi, Sauna and Steam Room.

[Reserve Your Spot](#)

Fit Functional Nurses (FFN) [Fit Functional Nurses \(ffnworld.com\)](#)

Nurses of One, INC.

“Restoring the past by reforming our future will lead to revolutionizing the Nursing Industry.” Brian Paonessa RN FFN

MENTORSHIP

The 2022 Mentorship Program Closing Ceremony is scheduled for Thursday, November 3rd at 5:30pm.

Location TBA.

All mentees and mentors that participated in this year's program are invited to join the celebration!



HIGHER EDUCATION NETWORK

Are you a member of UNLV or UNR

Healthcare Administration Student Association?

You may qualify to receive reimbursement for your Student Membership Fee



Maximize your competitive edge with self-assessments, resume reviews, leadership coaching, networking and more!

- Career Assessments
- Virtual Workshops
- Coaching
- Resume and Interview

[Products and Services | ACHE.org](#)

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

- **Student Associate**—If you are enrolled in a health services administration or related administrative program, you may be eligible for a discount on your dues. Find answers to your most pressing career questions—and gain a competitive edge—through ACHE's countless resources. **Annual dues are \$75.** [Learn more and apply](#) →
- **Faculty Associate**—If you maintain a full-time position with an appointment in a graduate or undergraduate program in health services administration, you may be eligible for a discount on your dues. You will have access to cutting-edge knowledge—knowledge that you can share with your students and colleagues—via ACHE's highly respected publications, ground-breaking research, and online resources. **Annual dues are \$115.** [Learn more and apply](#) →

NATIONAL NEWS | Q3 2022

Advancing Diverse Executives

Meet the [37 scholars](#) selected for ACHE's 2022 [Thomas C. Dolan Executive Diversity Program](#) and [Career Accelerator Program](#), who come from a variety of backgrounds and disciplines.

This year, the Executive Diversity Program will consist of e-learning, including webinars; self-study materials; and three multiday, in-person sessions. The Career Accelerator Program is exclusively virtual. Dolan scholars are empowered through a structured curriculum and activities that cultivate strong leadership presence; sharpen expertise in diversity, equity and inclusion; build critical leadership skills; and expand one's capacity to navigate career opportunities and challenges. Both programs are six months in duration and are wholly funded by the [Fund for Healthcare Leadership](#).

For more information, visit [ache.org/DiversityandInclusion](https://www.ache.org/DiversityandInclusion) to learn more about the Executive Diversity Program, Career Accelerator Program, and other diversity and inclusion resources.

ACHE Job Center

Did you know the ACHE [Job Center](#) is one of the most frequently visited and valued features on **ache.org**? With more than 3,000 jobs posted, the Job Center features:

- **A contemporary, updated design** improving user experience and interface utilizing a modern look and feel for all pages within the Career Resource Center.
- **Intuitive job search functionality** allowing users to search for, view and apply to jobs on the same page.
- **Customized job alerts** designed to strategically define and coordinate push notifications based upon job titles, geography, organization name, salary range and more.
- **Job seeker profile creation** available to all members interested in setting up a job seeker account and resume access to ACHE-approved employers for enhanced visibility.
- **Online recruitment and job posting** for members looking to promote available positions, recruit high-caliber candidates and leverage the expertise of ACHE member candidates.

ACHE Blog and Podcast

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.

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.

ARTICLES OF INTEREST | Q3 2022

Inside the Air Traffic Control Function of a Florida Hospital

It’s 7 a.m., April 13, 2022, at Sarasota (Fla.) Memorial Healthcare System, and an overflow unit is opening as planned. Based on data reviewed the night before, Susan Grimwood, APRN-C, knew that the health system would not have enough beds to care for all the cardiac patients who were projected to be admitted.

Proactively, she had worked with other nursing leaders and made plans to open an overflow unit at 7 a.m. to accept the patients, preventing potential operational logjam and patient safety issues. This is just one example of the kinds of bottlenecks that Grimwood addresses on an almost daily basis in her role as director of clinical logistics and patient throughput.

Grimwood and the logistics team continually track all patient movement across the public health system, which includes an 895-bed flagship hospital in Sarasota, a 110-bed hospital in Venice and a free-standing ED. Via computers, they continually monitor admissions, surgeries, ED visits, discharges and other data and work closely with unit leaders to determine staffing needs. The team is also charged with appropriately placing patients in the right unit based on acuity and specialty needs.

“Susan is like the air traffic controller of the health system,” says Bryan Dickerson, vice president of workforce, Hospital IQ. “She figures out what needs to move so planes don’t crash and the runways don’t become full of planes.”

Sarasota Memorial Healthcare uses a predictive analytics solution to help manage patient capacity and identify staffing needs. In addition to helping Grimwood and her clinical logistics team with patient throughput, the software is used by senior leaders for operational and strategic forecasting and by frontline leaders for staff scheduling.

The technology incorporates machine learning capabilities. It considers various data—including historical census, local COVID trends, scheduled surgeries, projected discharges and acuity levels of ED patients—and issues predictive forecasts of patient volumes by unit or service days or even weeks into the future.

On a recent Monday, 30 orthopedic surgeries were scheduled for a Wednesday at Sarasota Memorial Hospital. The predictive analytics tool projected that the orthopedic unit would be 10 to 15 beds short. “We worked with the orthopedic team manager to get some additional staff scheduled and to open an overflow area for short-stay orthopedic patients, Grimwood says. “This helped ensure we wouldn’t have any issues of patients backed up in the PACU [post-anesthesia care unit].”

Since COVID-19 struck two years ago, the work of Grimwood and her team has been vital to ensuring that the health system can care for large surges of patients with fewer staff. “The predictive analytics is like our magic behind the scenes that helps us know whether patients will need an ICU bed or a medical bed, what units are most burdened, how units are staffed and other key information,” Grimwood says.

—Adapted from “[Inside the Air Traffic Control Function of a Florida Hospital](#),” *Healthcare Executive*, Maggie Van Dyke, freelance writer, Chicago.

Mission-Focused Leadership

Medical City Plano and its affiliate, Medical City Frisco, comprise one of the largest hospital complexes in the HCA Healthcare system, and our leaders strive to keep those mission priorities on track, even during challenging times. The hospitals are fortunate to be part of HCA Healthcare, where the local leadership team can draw on a nationwide network of executives and mentors with whom they can collaborate, problem-solve, and build inspiration and ideas for implementation.

The Four P's

I've found that one of the best ways to stay on track with the hospital's mission is to remember the four P's of leadership—planning, perspective, passion and perseverance. The importance of planning goes almost without explanation. A CEO must always have a plan and the ability to execute that plan with demonstrated data and results.

Perspective comes with the leader's "why." Why did I get into healthcare, or what's my story? Ensure that the story is communicated compellingly, and tell it often. This helps teams connect with their leader's heart and get to know him or her as a person. Healthcare is a people business, so leaders must have a passion for people. Leaders must also maintain a proper perspective in balancing work and family. Finally, to persevere, a leader needs grit, resolve and determination to get themselves and their people through whatever situation arises.

Servant Leadership

Cultural alignment is driven through deliberate and focused communications and activities across all levels and audiences. For example, the executive team builds trust and develops followers through its Walk in My Shoes program. Executive leaders round on hospital departments and leaders weekly, "walking in their shoes" by visiting patient rooms, soliciting honest feedback and discussing solutions, managing up departmental leaders, and rewarding and recognizing successes.

In addition, every departmental leader—from accounting to environmental services to IT—rounds on an assigned block of patient rooms daily for 30 minutes. That's followed by a 30-minute huddle with the entire leadership team to discuss patient feedback and conduct any needed service recovery in real time.

Two-Way Communication

CEOs need to be authentic and consistent with colleague communications, from regular written communications to presentations and in-person "meet and greets." Communication channels should always go both ways, providing plenty of opportunity for colleague feedback and input. Consistent, two-way communications build trust and can make it easier for colleagues to support initiatives when difficult decisions must be made.

For example, in 2021, Medical City Plano expanded capacity by 250% for extracorporeal membrane oxygenation, an advanced heart/lung bypass treatment, to enable additional access to this lifesaving treatment for critically ill COVID-19 patients from areas where the treatment was not available. To accomplish that, the hospital needed to temporarily redirect resources from other service areas that did not require critical care. The move was consistent with the hospital's mission statement.

Being Crisis-Ready

Leaders also must have the structure in place to manage crises. For example, underneath the overarching pandemic, Medical City Plano faced staffing challenges, social disruption and an unprecedented Texas ice storm in 2021.

Successful crisis navigation and mitigation comes with having a great executive team, being visible and authentic in the workplace, having open lines of communication with colleagues and the community, and having a top-notch command center team to filter through incoming information and make plans in real time. Even though Medical City Plano is fortunate to be able to draw on division and corporate resources, it still is essential to have a hospital structure and personnel ready to manage local crises.

Be Authentic

Leaders must also demonstrate authenticity in their decisions and daily operations. Service is our responsibility, and a leader's No. 1 priority is to serve others. For example, one of the best ways to show commitment to diversity, equity and inclusion is in the makeup of the executive suite. CEOs should be intentional about selecting talented and exceptional team members who bring diversity in race, ethnicity, gender and generations.

As a personal note, when I decided to work on my PhD in public policy and administration, I chose to enroll in a historically Black university because I believe in the benefits that diversity brings to all areas of life. Actions can speak as profoundly as words.

Ultimately, an organization's greatest strength is its people and its culture—a system of values, expectations and accountability for everyone. Leaders who stay true to that mission and manage with their authentic selves will find it easier to make the tough decisions when necessary and inspire their colleagues to follow them through to the other side.

—Adapted from "[Mission-Focused Leadership](#)," *Healthcare Executive*, Jyrice E. Sims, FACHE, CEO, Medical City Plano in Plano, Texas, and oversight of Medical City Frisco, Texas

Chapters Provide Award-Winning Service

Thirty-seven chapters were recognized for their exceptional efforts in 2021.

At the 2022 Congress on Healthcare Leadership, 37 ACHE chapters received performance awards as part of the Chapter Management and Awards Program. The award-winning chapters were honored during the Malcolm T. MacEachern Memorial Lecture and Luncheon. To receive recognition, chapters must meet or exceed one or more of the four performance standards based on a tiered recognition system.

There are six awards:

1. **Board of Governors Award:** awarded to chapters that have met all four of the performance standards in the current award year.
2. **Award for Chapter Excellence:** awarded to chapters that have met three of the four performance standards in the current award year.
3. **Award of Chapter Distinction:** for chapters that have met two of the four performance standards in the current award year.
4. **Award of Chapter Merit:** awarded to chapters that have met one of the four performance standards in the current award year.
5. **Award for Sustained Chapter Excellence:** for chapters that have met three of the four performance standards for four consecutive years.
6. **Award for Sustained Performance:** for chapters that have met at least one of the four performance standards for three consecutive years.

Encouraging Exceptional Service

ACHE's Chapter Management and Awards Program recognizes the delivery of high-quality services to ACHE members at the local level. The program has the following goals:

Create a system that compares chapter performance objectively and manages current and future success based on a common set of indicators.

Provide well-deserved recognition to top-performing chapters. (All recognition is based on measurable outcomes of chapter performance. By providing recognition, ACHE reinforces the added value of chapter membership.)

2021 Performance Standards

ACHE uses the information from reports submitted by chapters to calculate the performance standards that must be met for the year. These performance standards are set annually by taking a three-year average of performance at the 90th percentile level for each standard.

In 2021, chapters had to meet or exceed the following standards to receive one of the 2022 awards:

- **Education and networking performance.** This key indicator is a calculation of the number of programming hours multiplied by the number of attendees and divided by total chapter membership at the beginning of the current award year. In 2021, winning chapters were required to provide at least 14.1 hours of chapter event programming per chapter member.
- **Net membership growth.** This outcome is measured by the percentage difference between the total number of ACHE-affiliated chapter members in all membership categories at the beginning and end of the year. In 2021, winning chapters were required to have a net membership growth of at least 6.6%.
- **Level of member satisfaction.** Each chapter is expected to have a top-ranking level of member satisfaction as measured in the annual survey administered by ACHE. In 2021, winning chapters were required to receive at least a 4.2 on a 5-point scale in chapter member satisfaction.
- **Advancement of eligible members.** This outcome is measured by the percentage of an eligible pool of ACHE members affiliated with the chapter who advanced to Fellow. In 2021, chapters needed to advance a number greater than or equal to 8.4% of the chapter members eligible to advance at the beginning of the year to receive an award.

Congratulations to Our Winning Chapters

Triangle Healthcare Executives' Forum won the Board of Governors Award; CT Association of Healthcare Executives and Puerto Rico Chapter of the American College of Healthcare Executives won the Award for Chapter Excellence; seven chapters won the Award of Chapter Distinction; 27 chapters won the Award of Chapter Merit; and 16 chapters won the Award for Sustained Performance. For a complete listing, visit [ache.org/ChapterManagementAwards](https://www.ache.org/ChapterManagementAwards).

“It is such an honor to preside over such a motivated and achieving chapter,” says Michael A. Novak, FACHE, president of CT Association of Healthcare Executives, which has won the award three times now and is also a past winner of the Board of Governors Award.

“Monthly, I witness our teams of board members and chairpersons delivering solid updates and planning on what is upcoming for our chapter,” he says. “One cannot help but remark at their dedication and involvement. This is quickly echoed by our membership, who see the professional value in our chapter and make our events successful. The ACHE mission is loud and strong within the Connecticut chapter, and it was the zenith of our achievement last year to once again be recognized by ACHE.”

New Performance Standards

The performance standards for 2022 have been shared with the chapters. They are as follows: education and networking performance, 12.3 hours per member; net membership growth, 6.9%; member satisfaction, 4.2 or higher (on a 5-point scale); and advancement of eligible members, 9.7%. Chapters meeting one or more of the standards will be recognized at the 2023 Congress on Healthcare Leadership in Chicago.

Search the [chapter directory](#) to find your Chapter. To discuss your ideas for chapters, contact Jennifer L. Connelly, FACHE, CAE, vice president, Regional Services, Department of Executive Engagement, at (312) 424-9320 or jconnelly@ache.org.

ACHE NEWS

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 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>

ACHE
Professional Development Digest
Turning Learning into Results

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

elevating leadership

Insights and Strategies for Healthcare Leaders