



**QUARTER 4
2022
12.30.22**

ACHENV.ORG

PRESIDENT'S MESSAGE



Khanh Anderson, FACHE

President, ACHE-Nevada Chapter

Happy holidays, ACHE-NV colleagues!

One of my favorite stories is the story of Charles Plumb.

Charles Plumb was a US Navy jet pilot in Vietnam and spent 6 years in a communist prison. One day, after returning home, he and his wife were sitting in a restaurant when a man from another table came up and said, "You're Plumb! You flew jet fighters in Vietnam from the aircraft carrier Kitty Hawk. You were shot down!" Incredulous, Plumb asked, "How in the world did you know that?" The man replied, "I packed your parachute."

Plumb gasped in surprise and gratitude and the man shook his hand and said, "I guess it worked!" Plumb assured him, "It sure did. If your chute hadn't worked, I wouldn't be here today."

That night, Plumb thought a lot about that man and wondered how many times he might have seen him and not even said "Good morning, how are you?" or anything at all since, at the time, he was a fighter pilot and that man was just a sailor. He thought of the man hours the sailor had spent carefully weaving the shrouds and folding the silks of each parachute, holding in his hands the fate of someone he didn't know.

I bring up this story because I have found myself so grateful for all the people who have packed my parachute these past few weeks. For those of you who do not know, my best friend and her three beautiful babies were murdered just before Thanksgiving. This act of violence came just days after we laid her sweet sister to rest after she had died by suicide. Since her passing, I have not been myself though I have tried so desperately hard to keep it together. Today, as we are approaching the end of the year, I find myself in a better place and I realize it is because of the people in my network which has quietly built itself up around me, offering me support when I've needed it and allowing me time and space to grieve my dear friend.

This chapter has played a very large part in helping me build my network and I am so thankful for all of you who have supported me. I would be remiss if I ended this year without acknowledging you all for everything you've done. As 2022 winds to an end, I ask that you also recognize all of those people in your lives who have quietly packed your parachute.

I look forward to starting 2023 fresh and am excited to be able to serve as your ACHE-Nevada Chapter President for the next year. I would also like to take a moment to congratulate **Dr. Maia Carter** for being elected as your 2023 President-Elect and **Mitchell Fong** for being elected as your 2023 Vice President. I look forward to serving with you, along with **Jacquie Chuen-Jensen** and **Larry Preston** who are continuing on in their roles as Secretary and Treasurer.

Thank you, ACHE-NV members for your dedication to the chapter and I hope you all have a wonderful and safe holiday season.

All the best,

Khanh



Vick S. Gill, FACHE

Regent for Nevada

"If you can dream it, you can do it." -Walt Disney

In early November, ACHE – Nevada Chapter recently undertook our annual Strategic Planning Session to critically analyze and plan how we can best serve our membership. I would like to share with you some of the key takeaways from the meeting and how you can get involved in our chapter. We discussed the value of the ACHE membership and how it is a transformational career decision. As a member, you not only get the distinction of joining the world's largest healthcare leaders professional society, but you have the ability to continue to broaden your horizon by participating in Face-to-Face education programs, distinguishing yourself from your colleagues with the FACHE designation, attending Congress and speaking with peers throughout the country, participating as a mentor to early careerists or getting a mentor for yourself, and being able to network locally in Nevada through our numerous networking and social events. I would ask that you follow ACHE Nevada on [Facebook](#), [LinkedIn](#), [Instagram](#) and visit us at <https://achenv.org> to find a way to be part of our rapidly growing chapter.

Finally, I would like to personally ask something of each of you as a member of ACHE - Nevada. In the upcoming year, participate in one type of event sponsored by our chapter that you haven't done in the past. Attend one of our many social and networking events, join us for our Diversity, Equity, and Inclusion themed "Courageous Conversations", sign up for a Face-to-Face educational event, reach out to a board member about getting your FACHE designation, or volunteer to be on a chapter committee. If you have a question about how to best get involved, please reach out to our Chapter Administrator, **Crystal Reardon** (crystal.reardon@hcahealthcare.com). We are here to serve you as a member and want to hear from you on what is working well or where we can do better.

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.

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

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](#) →

MENTORSHIP

The Mentorship Program will start up again in March 2023!

Details will be emailed out by the end of January. Mentees will be selected by their "Why Statement" regarding their interest in participating in the mentorship program.



PAY IT FORWARD & GIVE BACK! MENTORS NEEDED!

The more mentors to sign up, the more mentees we can accept into the program!



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.

New members that joined the Nevada Chapter in Q4 2022!

Adnan Mohsin	Keisha Palafox
Andrea Mandril	Lucille Dizon
Brandon Chadock	Olaf F. Neumann
Brian F. Erling, MD	Sherman Yeung, MD
Chaitanya Shah, MBBS, MHA	Steven Province, FACHE
Charlen L. Gray, MBA, HCM	Susan C. Lee, DO, MBA
John K. Halligan, FACHE(R)	Thomas Bloodgood
Jon Moot, DPT, PT	WO1 Brandy Jones

[Benefits of Chapter Participation](#)

Connect to NETWORK | Connect to LEARN | Connect to ADVANCE | Connect to LEAD
Serve on a committee and learn how ACHE recognizes the volunteering efforts of its members through the

[ACHE Recognition Program](#)

The American College of Healthcare Executives is dedicated to advancing healthcare management excellence. We fulfill that vision in many ways, including through our educational offerings, credentialing program and collaboration with other healthcare organizations. Through their volunteer activities, individual ACHE members also play a critical role in strengthening our profession. In appreciation of the extensive volunteer involvement of our members, we have implemented the [American College of Healthcare Executives Recognition Program](#).

The ACHE Recognition Program celebrates members' commitment to the healthcare management profession. Recognition is bestowed at three levels based on a range of specific volunteer activities that demonstrate leadership and contributions to furthering professional excellence. All active ACHE members are eligible to be recognized.

The ACHE Recognition Program is based on points accrued through volunteer activities performed in a convocation year (April–March). Points begin to accrue for members beginning with the 2003–2004 convocation year and are cumulative from year to year. A member does not need to achieve a set number of points in a single year, but rather points will build over time. In that manner, members have the opportunity to progress through the three award levels.

Awardees will be acknowledged at their local ACHE chapter, with each chapter determining an appropriate time for the annual award ceremonies.

THE THREE AWARD LEVELS ARE:

- Exemplary Service Award = 125 points
- Distinguished Service Award = 75 points
- Service Award = 30 points

ACHE *Recognition* Program: Activities and Points Awarded

Points are awarded for the following activities performed during a convocation year:

SERVICE TO THE PROFESSION	POINTS	DEFINITION
Write an article—Local Chapter*	2	Author or co-author and publish an article of professional substance of at least 800 words in local ACHE chapter publication
Write an article— <i>Journal of Healthcare Management</i> or <i>Frontiers of Health Services Management</i> *	4	Author or co-author and publish an article in <i>JHM</i> or <i>Frontiers</i>
Write a practitioner application for <i>JHM</i> or a commentary for <i>Frontiers</i> *	2	Author and publish a practitioner application for <i>JHM</i> or a commentary for <i>Frontiers</i>
Author of HAP Book Chapter	2	Author who writes a chapter in a HAP book
ACHE Forum Newsletter Author	2	Author an article (at least 800 words) for a Forum newsletter
Mentor—Leadership Mentoring Network	4	Register to be a Mentor
Mentor*	4	Serve as a mentor in the healthcare field for six months
Speaker: Congress Session	4	Participate as a faculty member in a formal Congress seminar or Hot Topic session
Speaker: Local Educational Program*	2	Participate as a faculty member in a chapter or hospital association education program or a federal sector education program delivered at Congress
Uncompensated Presenter at ACHE	2	Present on executive leadership by invitation for an Education Program from ACHE
ACHE Forum Speaker	2	Serve as a noncompensated moderator/panelist for Forum program
Informal Advisor for Fellow Candidates*	2	Serve as informal advisor for Fellow candidates for a minimum of 12 hours per year; not a mentorship
Career Services Volunteer Activity	2	Participate as a resume reviewer or mock interviewer at Congress or Richard Stull essay judge or volunteer in the Career Management Network
Chapter Career Assistance Programs*	2	Serve as job shadow executive, college bowl official or case competition reviewer
Joint Federal Sector Congress Committees*	2	Participate as a member of the Joint Federal Sector Awards Committee; plan and conduct federal sector symposia at Congress

* These items are based on self-reported data.

Points are awarded for the following services provided for at least nine continuous months during or overlapping a convocation year:

SERVICE TO ACHE—CHAPTERS	POINTS	DEFINITION
Chapter President and Chapter Officers	8	Serve as chapter president, president-elect, immediate past president, VP, treasurer, secretary, secretary/treasurer
Chapter Board of Directors (not Officers)	6	Serve as a member of the chapter board
Other Committee Chair (not on Board)	4	Serve as chairman of any chapter committee
Committee Member	2	Serve as a member of any chapter committee

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**

ATTENTION!
EXAM REVIEW COURSE
THE BOARD OF
GOVERNORS
 JANUARY 10 TO FEBRUARY 21,
 14 ACHE FACE-TO-FACE HOURS

VBOGRC123 | AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES
(ACHE.ORG)

YOU ARE AMAZING AND YOU WILL GET EVERYTHING YOU WANT!
TRUST YOU.

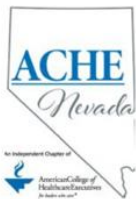
DID YOU KNOW?



You can receive a \$225 off waiver if you:
 -Submit the Fellow application
 -Pay the \$250 application fee
 -Between March 1 and June 30?

MORE DETAILS:

[Virtual Board of Governors Exam Review Course](#)



FELLOW SPOTLIGHT



Brian Selig, DNP,
MHA, RN, FACHE
(he/him)

Vice President of Surgical Services,
 Strategy & Development
 Sunrise Hospital & Medical Center
 | Sunrise Children's Hospital
 Las Vegas, NV





Name: Khanh Andersen, FACHE
Director of Operations, Nation Accounts – Healogics, Inc.
Number of years in your position: 2
Alma Mater(s): BA University of Iowa, MHA Ohio University
Hometown: Sioux City, Iowa

Khanh Andersen is the Director of Operations with National Accounts for Healogics, the nation’s leading wound care management company providing high-quality wound care and consulting services to over 800 hospitals across the United States.

As Director of Operations, she oversees wound clinic operations in various markets in Alaska, Arizona, California, Idaho, and Nevada. Ms. Andersen graduated with a B.A. in Biology from the University of Iowa and earned her Master’s degree in Health Administration from Ohio University. Prior to joining Healogics in 2015, Khanh worked as the Director of Marketing and Development and Clinical Nurse Liaison for Royal Springs Healthcare & Rehabilitation Center. In her early career, Ms. Andersen was a licensed practical nurse, focused primarily in the long-term care field.

In addition to working in hospital operations, Khanh has served as Chair of ACE-NEVADA’s Diversity, Equity, and Inclusion committee since 2018 and is serving as Chapter President for ACE-NEVADA. Beyond health care, Ms. Andersen also volunteers her time as President, Board Chair, and founding member of Futuro Academy’s Board of Trustees, a K-5 public charter school located in east Las Vegas. In her free time, Ms. Andersen enjoys running, practicing yoga, travelling, and food (both making it and eating it). She moved to Southern Nevada in 2010 with her husband Ryan and they share their household with their two dogs Bowie and Winnie, her quarantine cat Stevie, and about 37 houseplants (some of them may or may not be dying).

Why did you join ACE and how long have you been a member? *I joined in 2014 as part of my master’s program at Ohio University. One of my professors was an ACE member and recommended that we join for the continuing education benefits and for networking opportunities but it was not required. I joined for the brownie points but stayed a member after grad school when I connected with the Nevada chapter.*

What would you tell other professionals who have not joined ACE as to the benefits of membership? *Not only does ACE connect you with other like-minded professionals, it offers opportunities to learn about other corners of health care. Though I have found myself in the world of outpatient services, the educational sessions offered by both ACE national and our local Nevada chapter allows me to stay up to date with best practices and changes across the entire health care field.*

What would your words of encouragement be to early careerists about pursuing healthcare leadership positions given the ever-changing healthcare environment? *Be determined but flexible, you never know what opportunities might present themselves.*



Name: Chris Nicholas, FACHE
Chief Executive Officer,
Renown Regional Medical Center
Number of years in your position: 6 Months (7 Years total with Renown Health)
Alma Mater(s): MHA University of Texas Arlington & BA Texas Tech University
Hometown: Fort Worth, Texas

Born and raised in Fort Worth, Texas. Chris completed his Bachelor’s degree in Business Management at Texas Tech University and then his Masters of Science in Healthcare Administration from the University of Texas Arlington.

Initially planning to pursue a career in law, Chris attended law school at St. Mary’s University in San Antonio, Texas. Realizing quickly that the legal field was not his calling, he left law school to ultimately pursue a career in healthcare. Chris began his career in healthcare as a skilled nursing facility administrator operating multiple facilities in both Texas and Nevada before transitioning to inpatient rehabilitation hospital leadership with Renown in 2016.

Over the last 7 years, Chris has served Renown in multiple roles by building high performing teams, programs, and leaders focused on driving quality, service and financial outcomes to improve the delivery of healthcare in Northern Nevada. Prior to serving in his current position, Chris was the Vice President and Administrator of Renown South Meadows Medical Center and Neuroscience Service Line after being promoted from the Senior Administrator of Rehab Services position, leading post-acute services and partnership.

Chris’ dedication to improving health care using data, innovation and technology has inspired teams to work together to achieve significant results that have benefitted many.

His wife Denise and young daughter Maddi love calling Reno home. As an avid outdoors person, Chris enjoys the many opportunities and access to hiking, mountain biking, and snowboarding that Reno provides.

Why did you join ACE and how long have you been a member? *I joined ACE because when I started my masters program in 2009, the school strongly encouraged us to become student members. Since I did not originally pursue the healthcare field, I had limited exposure to the industry and a limited network.*

What would you tell other professionals who havenot joined ACE as to the benefits of membership? *ACE has been a vital part of my growth as a professional and healthcare leader. The educational opportunities offered through the organization are robust and relevant to the challenges and opportunities that healthcare leaders face in today’s environment. As a professional organization, the networking opportunities offered through ACE at the local chapter level and the national level are incredibly valuable. Even the face to face education events provide opportunities to engage with fellow healthcare leaders and share best practices and innovative solutions to challenges. Pursuing my FACHE, was one of the greatest benefits I have experienced through ACE because it provided me with a better understanding of the entire system and several of the components I had limited exposure to at that point in my career, like governance.*

What would your words of encouragement be to early careerists about pursuing healthcare leadership positions given the ever-changing healthcare environment? *Healthcare is a calling. Like me, healthcare may not be your first career choice, but once you are exposed, it is incredibly rewarding. There are only a few professional fields where you get to experience the impact of your work on others on a daily basis. While we have many challenges in healthcare today and in years to come, the shared mission of healthcare professionals and the impact we have on people and communities is profound.*

PROGRAM & SOCIAL

Nevada Healthcare Forum 10/06/2022

FACE-TO-FACE CREDITS

- Key State Health Legislative Issues Facing Leaders
- Industry Leaders Perspectives
- Equity of Healthcare



The 2022 **Mentorship Program Closing Celebration** was held on November 3rd at Eldorado Cantina at Tivoli Village. It was a nice night gathering mentors and their mentees and sharing stories of their successful partnerships.

The annual **Strategic Planning Session** on November 4th was open to all ACHE-Nevada Chapter members and allowed us to share our accomplishments from 2022 and our goals for 2023. Special thanks to Spring Valley Hospital for hosting us at their facility.

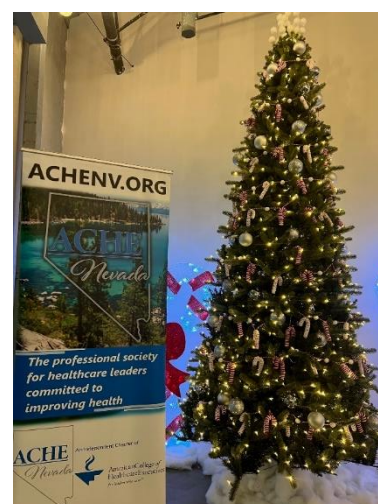
HOLIDAY PARTY

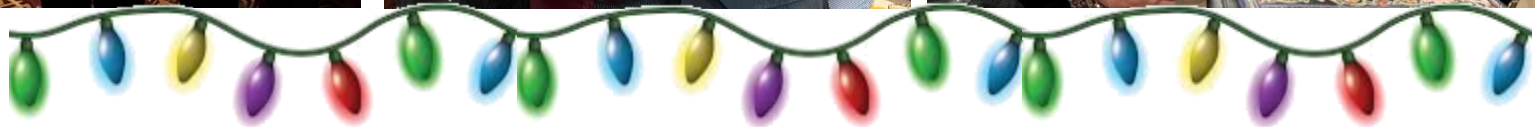
On December 6th, the Northern Nevada Holiday Mixer was held at the South 40 and we had 30 people come by for the event. Presents gathered were taken to Renown Medical Center.

On December 8th, the Southern Nevada Holiday Mixer was held at the Sierra Gold Restaurant and we had over 150 in attendance. We gathered nearly 300 toys this year and the room was filled with holiday cheer!

The goal each year is to bring toys to Nevada families in need and those who need that extra help during the holiday season.

The Nevada medical community is awesome and does so much to support our state and local communities.









UPCOMING
EVENTS



JANUARY	MENTORSHIP PROGRAM DETAILS TO BE EMAILED!
JANUARY 24	<p>Qualified Education Credit Nevada ACHE & HIMSS Virtual Panel – State of Telemedicine in Nevada Working in the post-pandemic landscape, what is not working, and what can we do to improve telemedicine for the future.</p> <ul style="list-style-type: none"> - Sarah Kramer, MD - Chief Medical Information Officer, Renown Health - Maia Carter, MD, MPH, FACHE, Director of Virtual Care Integration at Office of Primary Care, Veterans Health Administration - Mitchell Fong, Vice President of Virtual Care, Renown Health - Brian G. Rosenberg, CEO, The Rosenberg Group and President (Moderator)
FEBRUARY Tentative 2/2	<p>ACHE 101 Crash Course on all things ACHE! Meet the ACHE-NV Board Networking Location TBD</p>
MARCH TBD	
APRIL TBD	Meet the Chief: Hiral Patel, CEO MountainView Hospital

Register for the 2023 Congress

Register today for the [2023 Congress on Healthcare Leadership](#), March 28–31, at the Hyatt Regency Chicago.

This year's agenda has more than 150 education and networking sessions. Featured faculty for the 2023 Congress include: Fared Zakaria, PhD, journalist/political commentator/author, CNN Worldwide—Opening Session: Parker B. Francis Distinguished Lecture.

Vin Gupta, MD, senior principal scientist/CMO, new health initiatives, Amazon—Arthur C. Bachmeyer Memorial Address. Amy Webb, founder/CEO, Future Today Institute—Malcolm T. MacEachern Memorial Address.

Keller Rinaudo, founder/CEO, Zipline—Hot Topic: The 4th Industrial Revolution.

Gain transparent perspectives and distilled essential updates on the top issues of the day from healthcare leaders and disruptors in retail, hospitality, and other industries. Get a data-driven understanding of current trends, explore actionable solutions, build new skills with targeted professional development, and make meaningful connections that expand your network—all in one place.

ACHE Announces Nominating Committee 2023 Slate

The ACHE Nominating Committee has selected a slate of leaders to be presented for approval at the Council of Regents Meeting on March 18. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting in March. The nominees for the 2023 slate are as follows:

Nominating Committee Member, District 2 (two-year term ending in 2025)

Ashley R. Vertuno, FACHE
CEO
HCA Florida JFK North Hospital
West Palm Beach, Fla.

Nominating Committee Member, District 3 (two-year term ending in 2025)

Mark Schulte, FACHE
Vice President, Operations
Monument Health Rapid City Hospital
Rapid City, S.D.

Nominating Committee Member, District 6 (two-year term ending in 2025)

CAPT Robert T. McMahon III, FACHE
Director, Navy Casualty
Navy Personnel Command

Governor (three-year term ending in 2026)

Thomas B. Lanni Jr., FACHE
President
Beaumont Hospital, Grosse Pointe and Troy
Troy, Mich.

Governor (three-year term ending in 2026)

Karin Larson-Pollock, MD, FACHE
Chief Quality Officer
Providence – Puget Sound Region
Everett, Wash.

Governor (three-year term ending in 2026)

Frances C. Roesch, FACHE
Director, Administration/Obstetrics & Gynecology Department
McMaster University/Faculty of Health Sciences
Hamilton, Ontario

Governor (three-year term ending in 2026)

Solomon A. Torres, FACHE

Deputy Executive Director/COO
Brookdale University Hospital Medical Center
New York City

Chair-Elect

William P. Santulli, FACHE
COO
Advocate Aurora Health
Downers Grove, Ill.

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents Meeting.

Additional nominations for the offices of Chair-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Petitions must be received in the ACHE headquarters office (American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council of Regents.

Thanks to the members of the Nominating Committee for their contributions in this important assignment:

Michael J. Fosina, FACHE
Carrie Owen Plietz, FACHE
Jennifer D. Alderfer, FACHE
Todd A. Caliva, FACHE
Col Stephanie S. Ku, FACHE
John M. Snyder, FACHE
Jhaymee Tynan, FACHE
Christine C. Winn, FACHE

Update Your Member Questionnaire on My ACHE

We want to know more about you. Don't forget to complete your [member questionnaire](#), so we can improve our engagement and communication with you.

Find New Opportunities With ACHE's Job Center

Did you know you can apply for healthcare management positions quickly and easily with [ACHE's Job Center](#)? This member-exclusive resource allows you to search through more than 2,000 open positions across the U.S. based on preferences such as organization type, location and desired salary. We also have internships and fellowships available to help students and recent graduates navigate new opportunities. All members have the option of posting a resume to enhance their job search capabilities and gain more exposure to potential employers. To provide additional value, the Job Center offers a [Career Learning Center and On-Demand Content Library](#) to help you enhance your resume and advance your career. To take advantage of these resources and more, visit ache.org/JobCenter.

Call For Proposals: Management Innovations Poster Session

ACHE is inviting authors to submit narratives of their posters for consideration for the 38th Annual Management Innovations Poster Session to be held at the 2023 Congress on Healthcare Leadership. This is a unique opportunity for authors to share the innovative work being done at their organizations with other healthcare leaders. We are interested in innovations addressing issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or physician satisfaction, implementation of electronic medical records, uses of new technology, and similar topics. [Learn more](#) about the full selection criteria. Narratives should be submitted as an email attachment to posterSessions@ache.org by Jan. 17, 2023.

ARTICLES OF INTEREST | Q4 2023

Where's the Fire?

The pandemic has required hospital CEOs to put certain priorities on the back burner so they could effectively respond to their communities' needs and ensure staff members' safety. As healthcare organizations emerge from crisis mode, however, a lack of focus on pre-pandemic priorities has had a steep cost to these organizations and created new challenges. Healthcare leaders now face the daunting task of leading their teams in a new environment and with an overwhelming number of concerns that need to be addressed.

For healthcare organizations to continue to serve their communities effectively, they must prioritize supporting their communities and staff, patient safety and quality, financial growth, and operational excellence. Following is advice for how leaders can stay focused on what matters most so they can deepen their impact on their organizations and communities.

Community Support

It's important for hospitals and health systems to understand that though communities are no longer in pandemic crisis mode, they are still struggling. Communities are navigating challenges such as lack of available mental health services, changes within their homeless populations, an unstable food supply, increased crime and the subsequent strain on local police departments, and an economic downturn exacerbated by businesses that closed during the pandemic but could not reopen.

Often, hospitals are one of the largest employers in a community and are deeply connected to its economic health. To identify and help meet the needs of their community, healthcare leaders need to prioritize effective communication and collaboration with community leaders. The decision to make the needs of the community the top priority, even when so many other needs are competing for attention, has the power to form leaders into true community advocates and solidifies their personal values in a way that will shape the trajectory of their careers.

Staff Support

It is crucial that those within the healthcare community support each other so they are in a better position to support their patients and communities. The pandemic has created new stresses and strains within the hospital work environment and has exacerbated issues, such as clinician burnout, that existed pre-2020. Today's employees also are facing immense pressures from outside their work environment.

Healthcare professionals' work is physically and mentally challenging. Leaders have a responsibility to ensure they provide their colleagues the necessary support to help them meet these challenges head-on while keeping their personal health and well-being intact. To address these challenges, organizations can offer training, places within the facility for employees to rest and restore during the workday, and support groups where staff members can talk openly about the issues they're facing. Other examples of solutions include employee assistance programs and extensive executive rounding programs so leaders can better understand the challenges employees face and help in ways that are meaningful and effective.

Patient Safety and Quality

A lack of available staffing is an issue plaguing hospitals globally. An increase in temporary and travel staff, while helpful in responding to the staffing crisis, has made it more challenging to maintain a safe environment and a focus on quality outcomes for patients and staff. It seems the trend in temporary staff will continue to grow in the coming months, but healthcare organizations cannot allow quality or safety to degrade.

It is leaders' responsibility to communicate the organization's quality and safety goals to all employees, but it takes an entire staff to create a culture of patient safety. This requires that employees feel confident in speaking up about potential safety issues. Leaders can encourage constant communication on these topics through daily safety huddles in each department, leadership rounding and clearly defined safety stop processes. Like pulling a handle to stop the line at a factory, leaders need to make sure nothing "moves" until the safety issue is rectified.

Financial Growth

The upheaval of the past two years has had major financial implications. As organizations adjust to the current environment, it is crucial to resume focus on regular investment in the organization's long-term financial health. This is essential to hospitals' and health systems' ability to continuously improve themselves and deliver high-quality services to meet the evolving needs of patients.

Not every financial initiative has to result in a new bed tower—there are scalable ways to approach this. Examples include a new telehealth platform to reach new service areas or an expansion of mental health services. There are many ways to deliver care to the community, but keep in mind which opportunities have the greatest potential to meet community need while promoting financial growth.

Operational Excellence

It can be easy for leaders to become distracted by the crisis of the day, especially after two years of addressing the ever-changing circumstances of a once-in-a-century pandemic. It's essential, however, that organizations remind themselves daily about their overarching operational goals.

In primary care practices, that goal might be ensuring patients are seen regularly. In the ED, operational excellence could mean minimizing wait times. In hospitals, the focus may be on discharging patients efficiently into the appropriate level of care. Use of accurate and relevant metrics can help illuminate for leaders whether the staff's everyday work is adding up to the delivery of quality care that the organization seeks to provide. That is why it's so important for all staff to access trended data and compare it against a standard benchmark or goal, which leaders can review with their teams.

Part of growing as a leader is learning to discern which key areas must be made a top priority when every issue seems urgent. The current transition into an endemic state is an ideal training ground for healthcare leaders as they address challenges that have not received close attention in over two years. Now is the time for leaders and organizations to refocus on supporting their communities and staff, patient safety and quality, financial growth, and operational excellence to strengthen their organizations and communities.

—Adapted from “[Where's the Fire?](#),” *Healthcare Executive*, Rand O’Leary, FACHE, senior vice president, Northern Light Health, Brewer, Maine, and president, Northern Light Eastern Maine Medical Center, Bangor, Maine.

Innovation Plus Implementation Equals Transformation

In late 2017, [NorthShore University HealthSystem](#) developed a bold three-year vision and plan, which included converting a full-service hospital into Illinois' first dedicated orthopaedic and spine hospital, implementing an advanced and innovative clinical care model across the system, and implementing more than a dozen other initiatives of similar scope and scale. While execution was one of the health system's historical strengths, the executive team recognized that the pace, degree of complexity, and cross-functional nature of these and future transformational strategies would require a heightened level of execution, skill and coordination. So an early partnership with [Integrated Project Management Company, Inc.](#), a business consulting firm focused on helping companies execute their strategies, helped establish the NorthShore Transformation Management Office. Its objective: to drive and coordinate implementation of the transformational portfolio while embedding critical new skills and supporting enhanced ownership and accountability throughout the organization.

Making it Happen

NorthShore built a team of internal consultants with different experience and expertise, but with the common strengths of complex problem solving and collaboration. The TMO leaders refine and prioritize the strategic portfolio, lead execution to drive results of the most strategically critical initiatives, and help embed and disseminate new implementation capabilities throughout the organization.

Enabling highly qualified full-time staff to devote their time to the TMO required an investment and the trust of the organization. It helped immensely that the TMO had broad organizational leadership support. Executives were willing to give team members the opportunity to do their best, take chances, experiment, fail, learn and evolve. Small successes led to earned trust with more stakeholders, and within the first year, the TMO gained a reputation throughout the organization for getting things done.

Successfully Leading Transformation

As envisioned, the TMO was a critical component of NorthShore delivering on its quality, financial, growth and people strategies. In close partnership with the executive, clinical and operational teams, it guided the establishment and prioritization of the portfolio and drove key initiatives with skills and tools that helped the leaders look at execution in new and different ways. Those initiatives include:

- Integrating new partners into the system (Swedish Hospital in 2020, Northwest Community Healthcare in 2021, and the Edward-Elmhurst Health merger in 2022).
- Establishing Illinois' only dedicated orthopaedic and spine specialty hospital, which required complex coordination across the system and managing difficult operational change.
- Advancing NorthShore's clinical care model, which enables the system to segment patients and provide more personalized and effective care.
- Supporting NorthShore's diversity, equity, and inclusion and health equity efforts.

An unexpected benefit of the TMO and the organizational skills and capabilities it instilled was the system's reaction to the pandemic. Leaders at all levels were better prepared to pivot, make decisions and execute quickly, and then readjust in a coordinated manner as the crisis ebbed and flowed.

Besides careful selection and driving execution of the initiatives, another key to the TMO's success has been to identify the

capabilities and skills necessary to transform NorthShore and help develop them throughout the organization. Through their work with a variety of leaders and teams, the TMO has helped transfer and develop project management skills and discipline, change management, process improvement, innovation, creative thinking and other competencies across the system.

Another success factor: how the TMO has grown. Members continue to be added based on both their exceptional skills and their ability to expand and complement the knowledge of the TMO team. Also, some of its members have moved to other areas of the organization to take on leadership roles. This speaks to the achievement of the TMO to prepare those individuals with critical skill sets and leadership experiences, and it helps to spread the skills and mindset across the organization.

The TMO and its truly unique approach fosters the spirit of partnership through shared learning and collaboration. The inclusive and adaptable process continues to identify, prioritize and realize opportunities for the greatest impact and value, all while building trust and relationships for future growth and success.

NorthShore's TMO was recently recognized within the ACHE community as a recipient of the [Chicago Health Executives Forum Innovations Award](#). The award, presented at the 46th CHEF Annual Meeting, honors a healthcare team that has inspired leadership, change and advancement. To learn more about how the TMO was created, read "[Charged with Transformation](#)."

- —Adapted from "[Innovation Plus Implementation Equals Transformation](#)," ACHE Blog, Beth Cutler, system lead, Transformation Management Office, NorthShore Edward-Elmhurst Health; Kristen Murtos, chief innovation & transformation officer, NorthShore Edward-Elmhurst Health; C. Richard Panico, president/CEO, Integrated Project Management Company, Inc.

CHAPTER NEWS Q4 2022

September/October 2022 Issue Engagement and Recognition

Members are making meaningful connections and being celebrated.

ACHE chapters are providing a mix of in-person and virtual events to their members, resulting in old relationships rekindled, new ones formed and achievements recognized. Below are examples of chapters providing value.

Spring Symposium in the Washington, D.C., Region

National Capital Healthcare Executives, George Mason University and Rising Healthcare Leaders at Mason hosted the 2022 Spring Symposium in Arlington, Va. This all-day, in-person event brought together healthcare leaders from across the Washington, D.C., metropolitan region for dynamic panel discussions about navigating leadership in our people-centered healthcare industry.

Chapter members, students and industry professionals made meaningful in-person connections, shared in thoughtful dialogue and participated in professional development. National Capital Healthcare Executives members also offered one-on-one resume review sessions during the event for graduate students in attendance preparing to enter the healthcare field.

Panelists and speakers representing some of the region's top healthcare organizations included the U.S. Army Corps of Engineers, Erickson Senior Living, Frederick Health, the U.S. Department of Health and Human Services, Inova Health System, the University of Maryland Medical Center and UVA Health. Topics covered crisis management, implicit bias and emotional intelligence in healthcare.

"It was great to bring together some of the outstanding healthcare leaders from our region during the Spring Symposium," says Dennis Grandic, director of programs, National Capital Healthcare Executives.

"We look forward to supporting our members' professional, educational and leadership needs by offering additional in-person educational and networking events through the rest of the year."

National Capital Healthcare Executives worked with Rising Healthcare Leaders at Mason for several months organizing and planning the event, which involved outreach, event promotion and navigating ever-changing safety protocols. The event reached capacity within three days of registration opening, with more than 120 people attending.

"After so much time apart since our last in-person event, it was evident our members were anxious to engage with one another," says John Budd, FACHE, president, National Capital Healthcare Executives. "For many of our members who

were unable to travel for ACHE’s Congress on Healthcare Leadership, this event was an impactful local alternative.”

After the event, RHLM student leaders donated extra food from the symposium to local housing shelters.

ACHE of South Florida’s Inaugural Chapter Appreciation and Recognition Event

ACHE of South Florida held its inaugural chapter appreciation and recognition event in May, its first in-person gathering of the year. About 200 people enjoyed a networking cocktail hour, musical entertainment, and a program that celebrated sponsors and members who have contributed to the chapter and the community.

“A dedicated event to formally recognize members who have shown their commitment to the organization and to appreciate our sponsors for the support that allows the board to bring chapter members educational, networking and special activities is important,” says Oyinkansola “Bukky” Ogunrinde, president, ACHE of South Florida, and the first Black woman to lead the chapter. “I am honored to lead the first installment of this occasion, alongside the chapter’s 2022 board of directors, the dedicated planning committee that produced the event and the volunteers who made the evening a success.”



Attendees mingle during the inaugural ACHE-SFL Annual Chapter Appreciation and Recognition Event networking reception.

2022 ACHE-SFL board of directors—From left to right standing: Peter Christiaans; Adrian Parker, FACHE; Zunner Rios, FACHE; Niurka Diaz; Enrique Serrano; Haroula P. Norden, FACHE; David Morpeau; Mari Pantoja-Smith; Neil Mangus, FACHE; and Kenneth C. Wong, FACHE. From left to right sitting: Ralph Rios, FACHE; Marla Sanfilippo, FACHE; Jenna Merlucci, FACHE; Aurelio M. Fernandez III, FACHE; Oyinkansola “Bukky” Ogunrinde; Kristen Palanza; and Carlos H. Ayllon, FACHE.



2021 ACHE-SFL Board of Directors—From left to right: Adrian Parker, FACHE; Jenna Merlucci, FACHE; Ashley R. Vertuno, FACHE; Zunner Rios, FACHE; Kenneth C. Wong, FACHE; Oyinkansola “Bukky” Ogunrinde; Ayana Stephenson, FACHE; Mari Pantoja-Smith; Haroula P. Norden, FACHE; Kristen Palanza; Michelle Marsh; Charles Felix; and Marla Sanfilippo, FACHE.



2022 ACHE-SFL Chapter President Oyinkansola “Bukky” Ogunrinde presents the Healthcare and Community Impact Award to Aurelio M. Fernandez III, FACHE.

A high point of the evening was the keynote given by Aurelio M. Fernandez III, FACHE, former president/CEO, Memorial Healthcare System, Fort Lauderdale, Fla., and the recipient of the chapter’s 2021 Healthcare and Community Impact Award. Fernandez, who retired in April, shared reflections of his professional career, imparted leadership lessons learned along the way and left the audience with the powerful advice to readily take on challenges and simply learn from any

mistakes made. “You go for it. It doesn’t matter if you fall, you can get up ... and try again, but try it anyhow,” he said.

“After not holding a chapterwide signature event in over two years, it was so rewarding being able to recognize so many members, sponsors and supporters that had contributed to our chapter’s many successes in 2021,” said Kenneth Wong, FACHE, the 2021 chapter president.

The event also celebrated student members who participated in the chapter’s 2022 Annual Healthcare Leadership Case Competition. Florida International University took first place in the graduate division, and the University of Miami took first place in the undergraduate division.

Recipients of other awards presented included:

2021 Exceptional Service Award: Adrian Parker, FACHE.

2021 Leadership and Service Awards: Haroula Protopapadakis Norden, FACHE; Oyinkansola “Bukky” Ogunrinde; and Ralph Rios, FACHE.

2021 Regent Awards: Ayana J. Miller, FACHE; Rudy Molinet, RN, FACHE; and Cory P. Price, FACHE.

Longest Consecutively Serving Active Board Member Honoree: Michelle F. Marsh.

2021 Chapter President Leadership Award: Kenneth Wong, FACHE.

Chapter Regent Leadership and Service Award: Ashley R. Vertuno, FACHE.

“Being involved in ACHE has been a foundation for me throughout my career,” says Ashley R. Vertuno, FACHE, past Regent for Florida—Eastern, and CEO, HCA Florida JFK North Hospital, West Palm Beach, Fla. “This event enhances our community of healthcare leaders coming together to build the future generations of leaders. I am proud and honored to have served. I hope that by receiving this recognition for my service as Regent, I can continue to inspire other young professionals, particularly young women, to blaze their own paths in healthcare to positions of leadership and mentor them along the way, as others have done for me.”

New Ways to Engage Members

The California Association of Healthcare Leaders is one of the largest ACHE chapters, serving more than 1,300 members in 50 of California’s 58 counties. The incoming president, Michael O’Connell, FACHE, challenged the chapter’s board of directors and committee members to consider exploring new and different ways to engage members with networking and educational opportunities. Based on a membership survey, respondents said they were feeling disengaged after two years of the pandemic and wanted to connect with other members in new and meaningful ways. Members wanted events that allowed them to learn from one another, share their insights and perspectives, and get to know other chapter members on both a personal and professional basis.

In response, the chapter began offering one-hour free virtual networking sessions. Participants, without the aid of presenters or subject-matter experts, discussed current and relevant topics. Some members said this was the first time they had joined a chapter event, and others expressed appreciation for hearing new perspectives.

Working toward the goal of having every member of the California Association of Healthcare Leaders connecting with other ACHE members in at least one networking or educational event in 2022, chapter leaders had to think and act differently in their approach to expanding virtual access to such opportunities. The chapter contacted other chapters to see if they wanted to co-sponsor virtual events. Since reaching out, the California Association of Healthcare Leaders is now co-sponsoring events with four other chapters. This new opportunity has expanded offerings to more members and has forged new relationships and partnerships.

The chapter’s leadership learned a lot during the pandemic about creating new ways to help its members stay engaged. It also learned it’s critical to continuing listening to members, responding to their educational and networking needs, and expanding its offerings.

ACHE chapters connect members with local groups.

CT Association of Healthcare Executives and ACHE—North Florida Chapter worked with the U.S. Dept. of Veterans Affairs and local universities, respectively, to bring valuable education and networking opportunities to their members. Learn more about the programs from these ACHE chapters.

Caring for Those Who Serve

CT Association of Healthcare Executives co-hosted an educational event this past spring at the VA Connecticut Healthcare System with the Regent for Veterans Affairs. The session was titled “Caring for Those Who Served: VA Care: Excellence in Mental Health, Research, High Reliability and Innovation—An Educational Networking Program.”

The event was the brainchild of Leslie Zucker, FACHE, health system specialist, Office of the Director/CEO, VA Connecticut Healthcare System, and CT Association of Healthcare Executives’ co-chair of the Higher Education Committee. She brought the idea to the chapter and coordinated the entire event. Attendees acknowledged it provided an excellent educational experience and networking opportunity for the chapter’s membership.

Participants received an overview of the Veterans Affairs healthcare system, with a warm welcome from Russel Armstead, acting medical director for VA Connecticut Healthcare System, and an ACHE Member.

Three topics of interest were presented. The first was “Oncology Clinical Trials Program and Care Coordination,” which was particularly interesting to attendees because of the significant amount of research the VA does with cancer trials benefiting patients and research.

Next was “Mental Health & the Opioid Epidemic Through Innovation, Research and Service Integration.” It acknowledged that substance use remains a challenge for all Connecticut residents, and veterans are no exception. The VA and VACHS are addressing this issue in a multipronged approach, and this presentation addressed the services and treatments available for veterans at VACHS as well as innovative initiatives, including safe opioid prescribing initiatives and harm reduction modalities.

The final presentation of the day was “Battlefield Acupuncture,” facilitated by Daniel Federman, MD, FACP, chief of medicine, VA Connecticut Healthcare System, and professor/vice chair of medicine, Yale University School of Medicine, New Haven, Conn. Battlefield acupuncture is an alternative chronic pain management treatment provided to veterans at the chronic pain clinic at the VA Medical Center in West Haven, Conn. Attendees were impressed to hear how this therapy can be used in the clinical setting.

The Importance of Networking With New Graduates

Networking opportunities became limited during the shutdown. Organizations got creative with virtual connections, but making meaningful connections virtually became challenging. Networking with various members of healthcare organizations is even more critical for graduating college students than professionals already in the field.

That is why this past May, ACHE—North Florida Chapter collaborated with the University of North Florida to host its first in-person event of the year. The chapter sponsored the University of North Florida’s Healthcare Administration Student Alliance banquet, which served as a celebration of undergraduate and graduate students’ academic and extracurricular achievements. Numerous students were recognized by their professors, support staff and mentors for their hard work and dedication to their studies, commitment to the healthcare administrative field and commitment to the overall well-being of the community.

The audience enjoyed an informative presentation from Mary O’Connor, MD, co-founder/CMO, Vori Health, who shared her life and challenges as a pioneer female orthopedic surgeon.

The banquet did more than celebrate the students. It alerted the local healthcare leadership of the amazing local pool of talent waiting to join their organizations and make meaningful connections with them.

ACHE—North Florida Chapter currently hosts and collaborates with five universities within its region, which produce hundreds of graduates into the local job market every year. The chapter has been working to increase its collaboration efforts with universities this year and pledges to provide more opportunities for graduates to connect with local healthcare executives.

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

