



ACHENV.ORG



QUARTER 1
2023
MARCH

PRESIDENT'S MESSAGE



Khanh Anderson, FACHE

President, ACHE-Nevada Chapter

Welcome to Spring, ACHE-NV colleagues!

This time of year is always so exciting. The days begin to get longer, the weather starts getting warmer, and we often enter springtime in high spirits with renewed energy to face whatever lay ahead the rest of the year.

As we step into another beautiful springtime, let us take a moment to reflect on the significance of ACHE and its Annual Congress on Healthcare Leadership. For over 85 years, American College of Healthcare Executives has been instrumental in setting the benchmarks for leadership excellence in the healthcare industry and our annual Congress provides a platform for healthcare leaders across the country to come together, share ideas, and collaborate to develop groundbreaking strategies that further the mission of providing quality healthcare to our communities. This year's theme **Bolder/Brighter** is one that we can all take to heart.

Great success comes from taking bold steps and calculated risks. It takes courage to step out of our comfort zone, to try something new, to attempt to reach our goals in unconventional ways. Yet when we do this, we open ourselves up to a world of endless possibilities. As we come out of the pandemic, we are entering into a new world and a new way of doing things. It's time to start being bold. It's time to challenge ourselves to become bolder and shine brighter. Remember that nothing ventured, nothing gained. The more we take risks, the more we learn and grow from our experiences.

As healthcare leaders, we must be flexible, able to adapt rapidly to changing situations. We must embrace innovation and creativity in our approaches to problem-solving. Our actions must be grounded in a dedication and commitment to providing the highest quality care to our patients. During Congress this year a number of healthcare organizations shared their **Bolder/Brighter** ideas for improving healthcare. From developing the use of remotely controlled robotics to provide life-saving procedures to patients in rural environments, exploring the limits of healthcare technology and information management to be more gender inclusive, expanding our understanding of diversity to include neurodivergence, and developing our own skills to be more empathetic leaders to prevent and reduce burnout of our teams, a wealth of knowledge is shared for the greater good of our patients and our communities.

Let's continue to push each other to be our best selves, and let's always remember to prioritize our personal and collective well-being. As another great quote by Helen Keller reminds us, "*Alone we can do so little; together we can do so much.*"

Let's embrace the unknown and believe in our abilities to accomplish incredible things. Together, we have what it takes to triumph over adversity and success. As long as we are willing to take that first bold step. Let's go forth boldly and take risks. Dare to dream bigger and work collaboratively to make those dreams a reality. Thank you for all that you do, and let's continue to make a positive difference.

All the best,

Khanh



Vick S. Gill, FACHE

Regent for Nevada



Fellow ACHE Nevada Members,

"A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you."

-Bob Proctor

In healthcare, we know that our goal as leaders is to care for our patients in their time of need, and to support our team members in order to achieve this objective. What is often forgotten, is our obligation to mentor the next generation of leaders so that they can continue this mission. **ACHE - Nevada has developed a one-of-a-kind mentorship program** that matches senior leaders with early careerists so that they can achieve their full potential and make their dreams come true in the field of healthcare.

Every year, mentors are matched to mentees based on their backgrounds and aspirations. This creates a one-on-one relationship between the pair, which can lead to defined personal and professional outcomes for the mentee. In any given year, **ACHE - Nevada will have over 50 mentees** who need to be matched with prospective mentors. As a mentor, you will be given a handbook which outlines the goals of the program, and a prospective timeline of how you can help your mentee in defined meetings, as well as topics for discussion and advancement.

I invite you to attend our **Mentorship Program Kick-Off** to learn more about the program and ask questions to current and past mentors as well as meet new mentees. This event will take place on **March 14 from 5:30-7pm at University Medical Center**. If you have a question about how to best get involved in our Mentorship Program, please reach out to our Chapter Administrator, Crystal Reardon (crystal.reardon@hcahealthcare.com).

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.

MENTORSHIP

The Mentorship Program Kick-Off was held on March 14th and hosted by University Medical Center.

DEI Committee Co-Chair, Uvette Francis started the night with a listening exercise ice breaker which will help both mentors and mentees communicate during their sessions.

The 2023 program matched 15 pairs of executives and early careerists. We look forward to hearing about the progress of the mentees' goals and wish them a successful partnership!





‘Quiet Quitting’, DE & I can help!

We are familiar with the acronym DE&I. But this committee is dedicated to helping our chapter members understand how DE&I can help you learn strategies to improve your organizational culture.



In recent developments of workforce shortages, the term “quiet quitting” emerged. “Quiet quitting” is the act of “doing the bare minimum at work, to just get by.” “Quiet quitting” is not an immediate response to a given situation at the workplace, but over time a person starts feeling devalued and underappreciated; not seen or heard. For example, a new stellar nurse may come into the organization with excellent work ethic and driven to the mission, however over time shows less enthusiasm and begins to only perform the minimum amount of work required due to poor management, communication or lack of recognition.

Signs of a quiet quitter may include continually missing deadlines, skipping group activities, arriving late, leaving early, and lacks passion and enthusiasm at work (Williamson, 2023).

Understanding and implementing DEI strategies can help you address this issue in a few ways:

- **Build Trust.** Develop relationships between leadership and employees by communicating more, listening more deeply and fostering employee satisfaction (White, 2022).
- **Be equitable.** Clearly describing and setting expectations for job requirements (White, 2022).
- **Create an inclusive culture.** Finally, create a collaborative or inclusive culture where employees feel seen, heard and valued (Marter, 2022).

The DEI committee can help you locate resources to prompt a DE&I culture within your organization that can help you address “quiet quitting”, or “burnout”.

References: Marter, J. (2022, December 1). 10 ways employers can address ‘quite quitting’ at work. *Psychology Today*.

<https://www.psychologytoday.com/us/blog/mental-wealth/202212/10-ways-employers-can-address-quiet-quitting-work>

White, N. (2022, September 20). DEI can end quite quitting. Here’s how. LinkedIn.

<https://www.linkedin.com/pulse/dei-can-end-quiet-quitting-heres-how-dr-nika-white-cde-iom/?trk=pulse-article>

Williamson, R. (2023, January 29). What today’s leaders need to know about quiet quitting. *EWf International*.

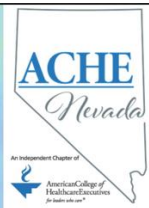
<https://ewfinternational.com/what-todays-leaders-need-to-know-about-quiet-quitting/>

Join us for **Courageous Conversations** about this topic and many others first Wednesday of each month at 6:00PM

Join Meeting

[ZOOM - Courageous Conversations](#)

“Diversity generated a better strategy, better risk management, better debates and better outcomes.” – Alan Joyce



COURAGEOUS CONVERSATIONS

PRESENTED BY THE DIVERSITY, EQUITY & INCLUSION COMMITTEE

THE PROGRAM INCLUDES:

- ★ **Impact of Historical Black Colleges & Universities (HBCUs) - February 1 at 6-7PM**
- ★ **Religious Awareness -April 5 at 6-7PM**
- ★ **Race Unity, Juneteeth, and Loving Day -June 6 at 6-7PM**
- ★ **Autism Awareness -August 2 at 6-7PM**
- ★ **Mental Health -October 11 at 6-7PM**
- ★ **Immigration -December 6 at 6-7PM**

Save these dates in your calendar!
Each conversation counts towards

1 qualifying self-reported educational credit

These conversations celebrate differences and how these differences lead to optimal outcomes in health care and beyond

CERTIFICATION

ACHE SoCal has agreed for Nevada chapter members to sign up for their 5-week virtual series. They are also offering our chapter members the same offer. If you pass the exam after taking this series, half the tuition is refunded.

Please visit the following link to sign up: <https://achesocal.org/event/2023-spring-board-of-governors-study-group-series/>
There will be discussions, quizzes and networking through this personal virtual series. Spaces are limited.



BOG STUDY GROUP

UPCOMING

EVENTS

ACHE SoCal has agreed for Nevada chapter members to sign up for their 5 week series
Cost: \$250-\$300
BUT WHEN YOU PASS THE EXAM, HALF THE TUITION IS REFUNDED

SEE THE BELOW LINK TO SIGN UP

Link: <https://achesocal.org/event/2023-spring-board-of-governors-study-group-series/>

The **82nd Nevada Legislative Session** is now in progress until Monday, June 5th. Las Vegas HEALS' Legislative Task Force has been sending weekly updates on the session. This task force has identified 44 Senate bills, 57 Assembly bills, and 1 Assembly Joint Resolution that will (or might) impact Nevada's health professionals and health facilities.

At the time of this publication, this was the most recent [Legislative Summary](#) from HEALS. We encourage you to stay informed on the bills that matter to you and reach out to your representative to have your voice heard.

PROGRAM & SOCIAL



APRIL 5th	Courageous Conversations: Religious Awareness
APRIL 19th	Meet the Chief: Hiral Patel, CEO MountainView Hospital MUST RSVP
MAY TBD	HIMSS/ACHE Webinar #3
MAY 25th	PANEL DISCUSSION: Financial Management – Strategies to Create Meaningful Executive Alignment w/ Physicians and Goals
MAY 9th	South Golf Tournament
JUNE 7th	Courageous Conversations: Race Unity, Juneteenth, Loving Day
JULY 20th	PANEL DISCUSSION: Healthcare Services in MENA/Arab World/GCC
AUGUST 26th	North Golf Tournament – Red Hawk



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 Q1 2023!

Sheika Adams	Samantha Lewis, DPT, PT
Brandon Anderson	Steven Mooney
Heather Ash	Katie Mosby
Melissa J. Blakemore	Rhonda Murray, BS, MHA
James Crouse	Courtney Ogle
Marevna Cutting	Maria Olivero
Jason Desai	Richmond J. Ramirez, MD
Hena Dhir	Brittany Ricciardo
SGT Kyrstin M. Fierst	Kerry Jane B. Ruadil, MS, BS, M.T.
SMSgt Keondra Harris	Maria Sexton
Christopher Hinrichs	Andrew Wells
Krista Huey	Chonn Williams, MS
Craig Joseph, MD	Kathleen Wray

CONGRATS to the newest Nevada Chapter Fellow!
Fredrick D. Smith, FACHE





Kyle Henson
Position/Organization: Grant
 Manager / HealthIE Nevada
Years in your position: <1 yr
Alma Mater(s): University of
 Nevada Las Vegas
Hometown: Panama City, FL

My journey in Healthcare Administration began in 2018 when a hurricane leveled my home town and prompted a sudden move to Las Vegas, NV. Originally a nursing major in Florida, I reevaluated my strengths and weaknesses to realize my capability to spark change in the healthcare industry. Since then, I have worked with Chris Papesh to develop the Cardiff Violence Prevention Program here in Las Vegas which uses emergency department data of violent incidents run through an AI software and generates maps of violence that may go unreported to local law enforcement agencies. In addition, I am the elected Vice President of UNLV's Healthcare Administration Student Association, member on the boards for both ACHE and Healthcare Information Management and Systems Society (HIMSS) Nevada chapters, and awarded the 2023 Undergraduate Foundation Scholarship from HIMSS.

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

Originally, I joined in 2021 because I wanted to be in a position to spark change and it had the resources to help me achieve my goals. Since then, I have remained because of the people I have met that aided in my understanding of all aspects of life. It has helped me listen to the views of many and encouraged me to continue in my dream to improve the health of our nation.

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

While I am sure that you could go your own way and find a path that works for you, ignoring the resources available to you will prove hindering. ACHE has the tools to use as you see fit and work towards achieving the goals you desire with people that have traveled your path before. Healthcare administration is such a broad field and can be difficult to find your place. That being said, communicating with people who share your views and even disagree with them will aid in finding your place and encourage your pursuits.

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

It has been said by a few influential leaders that if you are not at the table, then you are the one on the menu. These words have stayed with me for some time and if you are concerned about the changes that are happening then you need to have a voice about them. While we may not agree on everything, I want everyone to have a voice and speak for what they believe because your voice is important and has the weight of all your experiences. There is a reason you are reading this and a reason you chose healthcare. Now go out there and let everyone know your reason.



Sandra Ann DeLeon, FACHE, CMPE, SHRM-CP, MSHA, MSW
Position/Organization: Lecturer, The University of Nevada, Reno, School of Public Health
Number of years in your position: 1
Alma Mater(s): Trinity University, San Antonio, Texas, Our Lady of the Lake University, San Antonio, Texas and St. Mary's University, San Antonio, Texas
Hometown: San Antonio, Texas

I started my career in Criminal Justice as a Probation Office and then a Social Worker, but after a negative healthcare experience with my father in a Hospital, I made the shift to healthcare. I was originally a Social Worker in the hospital I grew up in, CHRISTUS Santa Healthcare. I became very involved in several committees in the Hospital and gained an interest in Healthcare Administration. The CEO at the time and one of our Administrators, both graduates of Trinity University, were very willing to share their experience and encourage me to consider a Masters in Healthcare Administration from Trinity University. I completed my Master's Degree and completed a year-long Administrative Residency under the CEO, also at CHRISTUS Santa Rosa Health System. Upon Graduation I became the Director of Community Health. After a very successful stint at CHRISTUS Santa Rosa, I was recruited to the University of Nevada School of Medicine as the Director of Operations and Business Development. After 5 years I moved on to work at Spine Nevada/IXE Healthcare as an Administrative Director. After 3 years, I decided to move into semi-retirement and purchase a camper van to do some traveling in the West. During that time, I worked as an Independent Consultant for a Practice in Texas and Hospice in Nevada as well as doing private Emotional Intelligence Coaching. I had a lucky encounter with a Professor at UNR who taught Leadership and was looking for someone to move into her role after she retired. I never really considered teaching, but my mentor at CHRISTUS always told me that I should pay my knowledge forward, so I thought teaching would be the perfect opportunity. I signed on to teach a Leadership Class at UNR and eventually moved into a full-time faculty position. I very much enjoy teaching students using real world examples as a complement to theoretical approaches. I feel like I have fallen into the ideal role for the end of my career. I also enjoy mentoring students with an interest in Healthcare Administration Careers.

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

I joined ACHE in 2009 at the urging of my CEO who was a Fellow to gain exposure and knowledge as I pursued my MHSA. I am so glad I did. The exposure and opportunity to pursue fellowship as well as educational opportunities were an amazing complement to my career.

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

I would highly encourage any professional in healthcare administration to join ACHE. Again, the educational opportunities and networking will open doors.

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

I tell my students all the time that the most important areas of focus for early careerists should be Leadership and Emotional Intelligence. Take and EI assessment and seek out coaching, mentoring or a leadership development program. Given the changing environment, the most important skills for health administrators to develop is the ability inspire a shared vision through communication and relationship building. It has never been more important to build resilient teams, develop a strong culture and cultivate a healthy work environment. Adding emotional intelligence to your leadership toolkit in addition to the training and education in the technical aspects of healthcare administration, will create the most well rounded, effective and person-centered leader. After all, healthcare is the business of people.

NATIONAL NEWS | Q1 2023

You Asked, We Answered—3 Easy Payments

We are excited to announce another convenient way for members to keep up with their dues payments. In addition to auto-renewal of full dues, we are now offering the opportunity to pay ACHE dues in three installments. After you make your first installment, ACHE will email you in advance of the second and third payments before credit/debit cards are charged. Additionally, once you sign up for the installment payment plan, your membership will automatically renew each year under the plan. ACHE will continue to keep you informed before processing future payments. If you have any questions about the installment payment plan, contact ACHE's Customer Service Center at contact@ache.org or call (312) 424-9400, Monday through Friday, from 8 a.m. to 5 p.m. Central time.

Connect With Fellow Members

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. If you have any questions, please contact ACHE's Customer Service Center at contact@ache.org or call (312) 424-9400, Monday through Friday, from 8 a.m. to 5 p.m. Central time.

FACHE® Recertification

The mandatory [recertification](#) deadline for the 2023 class is Dec. 31, 2023. Fellows can check on their progress by logging into My ACHE and viewing the FACHE Recertification Progress Tool. There is no need to wait until Dec. 31 to recertify. Fellows should recertify early, pending all requirements have been met, so that they may start earning continuing education and volunteer activities toward their next recertification cycle. Fellows over the age of 60 that plan to retire within the next five years may be eligible for a one-time only five-year recertification waiver. Fellows in good standing who are retired from healthcare management may transfer to Retired or Life Fellow Status.

ACHE Call for Nominations for the 2024 Slate

ACHE's 2023–2024 Nominating Committee is calling for applications for service beginning in 2024. ACHE Fellows are eligible for the Chair-Elect and Governor vacancies and are eligible for the Nominating Committee vacancies within their districts. Those interested in pursuing applications should review the candidate guidelines for the competencies and qualifications required for these important roles. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2026).
- Nominating Committee Member, District 4 (two-year term ending in 2026).
- Nominating Committee Member, District 5 (two-year term ending in 2026).
- Four Governors (three-year terms ending in 2027).
- Chair-Elect.

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

District 1: Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont.

District 4: Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas.

District 5: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming.

Candidates for Chair-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chair-Elect and Governor candidates and the composition of the Board of Governors.

Candidates for the Nominating Committee should only submit a letter of self-nomination and a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to krock@ache.org and must be received by July 28. All correspondence should be addressed to Carrie Owen Plietz, FACHE, chair, Nominating Committee, c/o Kim Rock, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

The first meeting of ACHE's 2023–2024 Nominating Committee will be held March 21 during the 2023 Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. Central time. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

Following the July 28 submission deadline, the committee may meet to determine which candidates for Chair-Elect and Governor will be interviewed. All candidates will be notified of the committee's decision no later than Sept. 29, and candidates for Chair-Elect and Governor will be interviewed in person Oct. 19.

To review the Candidate Guidelines, visit [ache.org/CandidateGuidelines](https://www.ache.org/CandidateGuidelines). If you have any questions, please contact Kim Rock at (312) 424-9494 or krock@ache.org.

Meet ACHE's 2023 Premier Corporate Partners

This year, we are extremely proud and deeply appreciative to have five of the industry's leading companies as our [2023 Premier](#)

[Corporate Partners](#):

[Change Healthcare](#).

[Exact Sciences](#).

[Intuitive](#).

[LeanTaaS](#).

[Quest Diagnostics](#).

ACHE's Premier Corporate Partners play a vital role in supporting our mission of advancing healthcare leadership and the field of healthcare management excellence. These relationships help ACHE support our educational programs and national events, such as the Congress on Healthcare Leadership, and they offer [complimentary resources](#) to members, such as on-demand content, white papers and articles, to help address critical issues in your organization. In return, we offer our partners exclusive opportunities to engage with ACHE members to advance their key initiatives.

We hope you'll join us in offering a warm welcome to each of our 2023 Premier Corporate Partners. We look forward to their partnership and support in the year ahead.

5 Drivers of Employee Engagement at Work

What do employees want in an employee value proposition? The following are five specific traits that have the biggest impact on employee retention.

1. A strong strategic compass

Employees want to play for a winner—an organization led by a trustworthy management team with a sound plan for the path forward. They're looking for a purpose-driven strategy that clarifies their roles and leaders who have an inclusive process of refinement and improvement. They want to work with people who trust that the plan will succeed.

To boost employee confidence, consider your business's purpose. What are you striving for beyond an improved bottom line? Weave your vision, mission and values into day-to-day activities, reflecting the employee's core role in the company culture. Solicit feedback on progress and setbacks. Reflect on your success in the collective movement toward your central goals. Encourage extending your values-driven culture to stakeholders outside the company as well as the broader community.

2. Abundant growth opportunities

Providing ways for employees to achieve professional and personal growth reassures them that they can still grow if they stay with you. Make sure your employees are in their ideal roles, and then establish a clear line of sight to where they want to be next, including the training and support they'll require.

If an employee can't see their opportunities for growth, they'll look elsewhere. To ease their uncertainty, actively inspire your people to target future roles. Help them understand what skills they need to advance and develop learning plans that link their personal success with the organization.

If you don't have growth pathways in place, consider why. Honestly reflect on how those gaps affect your employee retention, then take action. Build tracks for growth, training and development that benefit both the organization and the people who keep it running.

3. A sense of worth with effective rewards

For their contributions, employees want rewards that reflect their value to the organization. You have to assume they know what the market provides for their skills and expertise—not just financial packages but other incentives and flexibilities. To stand out, your rewards plan must consider employee preferences, and it needs to be direct, transparent and competitive to effectively offer a fair exchange.

Take a close look at what you currently offer your people. Is your compensation and benefits package compelling enough to attract and keep people with top-notch, specialized skills? You may need to broaden your benefits options to provide flexibility in tailoring compensation packages for new hires and existing employees.

4. A measure of employee autonomy

Employees thrive when they have control over how they fulfill their responsibilities and deliver results for the company. The global pandemic revealed the benefits of working remotely, especially in organizations that have healthy communication practices and two-way accountability. Along with autonomy, your employees also value having a say in the organization's success. They want to have confidence that you and others in leadership are listening.

Offer multiple ways for your people to share ideas and contribute while making sure that you and other leaders are prepared to listen and engage. And, when it's feasible, consider giving employees the freedom to work wherever they work best.

5. A supportive and inclusive community

A productive workplace that's bolstered by a companywide collaborative mindset fosters success. The biggest factor for this is respect and inclusion. Allow for and encourage differences of opinions, backgrounds, challenges and strengths. Those differences will help you build a better workplace, which you can regularly improve upon.

Dive into your demographic data within all areas and levels of the business. If you say you're committed to inclusive hiring, find out if your organization truly reflects it. Challenge your leadership team to assemble a diverse workforce while creating structures—such as employee resource groups—that amplify their unique perspectives. And when you have a solid mix of people, make sure you're implementing ideas generated from throughout the organization.

—Adapted from "[5 Drivers of Employee Engagement at Work](#)," Korn Ferry.

Generating Positive Outcomes With Staff Coaching

There are differences between coaching and mentoring. In coaching, the person receiving the coaching is assumed to have the answers for attaining their career goals and the coach draws those answers out. In mentoring, there is more of an advice-driven relationship, where mentors are experts who share their experiences with mentees to help them grow and meet their career goals.

"In many ways, the coach does not have to be an expert. They must be an expert in listening, asking questions, and being a mirror for the client they are working with to help them get to the answer that is within themselves," says Courtney Holladay, PhD, associate vice president, MD Anderson Leadership Institute.

MD Anderson has been collecting data about coaching since the launch of its leadership institute in 2018. With the data, MD Anderson staff that have received coaching can be compared to a control group that has not received coaching. "We have seen a significant difference. From fiscal year 2019 to fiscal year 2022, the turnover for the coaching group was 9%; for the those who have not participated in coaching, the turnover rate was 20%," Holladay says.

All staff members are eligible to receive coaching, Holladay says. "We have been building up our programming to be able to coach everyone. We were not able to start there, but we are now in a place where we are able to offer coaching for anyone who is interested." MD Anderson offers four kinds of coaching.

- **Onboarding coaching** is offered automatically to new executives and new faculty leaders as soon as they start working at MD Anderson. There are 15 sessions that typically last about nine months. People receiving coaching have 12 sessions one-on-one with their coach and three sessions with their managers.
- **Traditional coaching** involves a series of one-on-one sessions, where the coach works with a staff member on making specific behavioral adjustments to capitalize on strengths and address development needs. Traditional coaching includes 18 hours of

coaching, with three of those hours dedicated to a triad check-in, which is the coach, the staff member and the staff member's manager. Traditional coaching it is typically nine months to a year.

- **Leadership development cohort program coaching** can target different competencies and different topics such as holding difficult conversations. This type of coaching also can focus on a particular goal that the coach works with the staff member to attain. The length of the coaching is dependent on the particular cohort program, ranging from five months to a year.
- **On-demand coaching** allows staff members to go online and look for a coach. Managers are made aware of the coaching request so they can support the coaching engagement, and staff members are asked to do a quick self-assessment to make sure they are ready for what coaching entails. The length of on-demand coaching is the most variable. If the staff member and the coach are focusing on a specific issue, the duration of the coaching could be three to five sessions. If the coaching is focused on a long-term goal, the duration could be nine months.

Holladay offered advice to other healthcare organizations that are interested in launching coaching programs. "You should start small, build on success and continue to grow. We have been successful by being very focused on how we could provide coaching early on, how we could do coaching well and how we could generate outcomes. Then we focused on growing our coach population, which allowed us to ultimately achieve our goal of offering coaching to anyone who wants it."

—Adapted from "[MD Anderson Generating Positive Outcomes With Staff Coaching](#)," *HealthLeaders*, by Christopher Cheney, Feb. 20, 2023.

CHAPTER NEWS Q1 2023

January/February 2023 Issue Advancing Diversity and Inclusion

Chapters are recognized for their commitment.

As an ACHE core value, diversity and inclusion is integral to the organization's mission and daily work in creating a more diverse and inclusive healthcare leadership. Chapters are demonstrating their commitment through numerous programs and initiatives.

Each year, Regents-at-Large recognize chapters that actively demonstrate a commitment to and successful implementation of significant diversity, equity and inclusion efforts within the chapter, community and healthcare management field.

Anthony A. Armada, FACHE, Chair, American College of Healthcare Executives, presented the awards and congratulated the winners during the conference's opening session, thanking all chapters for their work fostering engagement in diversity and inclusion. The following chapters received the 2022 Regent-at-Large Awards, which were given during ACHE's annual Chapter Leaders Conference in September.

Healthcare Leaders of New York

Healthcare Leaders of New York was honored in two ways: for its own work in recognizing a healthcare organization or institution for its DEI efforts, and for the chapter's continued focus on delivering quality education to its members.

Each year Healthcare Leaders of New York honors a healthcare organization or institution of higher learning that has taken the American Hospital Association and the Institute for Diversity and Health Equity's #123forEquity pledge; is making major strides in developing, training and hiring diverse healthcare leaders; and is implementing and executing diversity initiatives and programs.

Columbia University Irving Medical Center was awarded for its exemplary performance and implementation of programs focused on the elimination of health disparities, raising culture competence among healthcare leaders to ensure culturally responsive care and strengthening partnerships in the communities they serve.

Also annually, the chapter hosts a diversity-focused panel discussion. In 2022, the topic was "Cultivating an Inclusive Organization to Retain Diverse Talent." The chapter hosted a networking event in collaboration with National Association of Health Services Executives and the National Association of Latino Healthcare Executives. In 2021, the virtual panel event was titled "What's in your Toolbox: How Executives Create One to Address Equity, Diversity, Access and Build Trust in Healthcare."

Healthcare Leaders of New York continue to make strides and expand access to diverse programs, educate, train and collaborate with diverse healthcare leaders, while leading initiatives that address the community's needs.

ACHE—North Florida Chapter

By forming alliances and partnerships with the National Association of Health Services Executives, the Florida Hospital Association and other state healthcare organizations, the ACHE—North Florida Chapter was honored for actively demonstrating a commitment to and successful execution of significant diversity and inclusion efforts. This, despite the challenges of leading the largest geographical ACHE chapter in Florida.

The alliances and engagement with its leadership has enabled ACHE—North Florida Chapter to create a best-practice environment with the other ACHE chapters in Florida, which resulted in the first statewide DEI event. The event furthered the discussion and laid a foundation for other organizations to follow.

The chapter, in partnership with NAHSE Florida, co-hosted an in-person career positioning event and dinner, enabling students and early careerists to be exposed to networking and career opportunities. The program had the chapter's highest in-person attendance, with

more than 150 members and potential members. It is this kind of intentionality around DEI that demonstrates ACHE—North Florida Chapter’s commitment to this area.

ACHE—MN Chapter

ACHE—MN Chapter was honored for its commitment to DEI, reflected in many of its recent activities and initiatives, including the following:

Incorporated perspectives in education programs from diverse leaders and organizations that serve diverse communities.

Formed alliances to support DEI such as partnering with the National Association of Health Services Executives Heartland Better Together Collaborative in Nebraska to increase and sustain diversity in healthcare leadership through quality educational programming, co-sponsorship and allyship.

Partnered with academic programs to support the development of emerging, diverse leaders who are representative of Minnesota’s rich diversity. ACHE—MN Chapter worked with The University of Minnesota School of Public Health Healthcare Leadership Symposium, which featured a session titled “Promoting Health Equity as a Strategic Priority.”

Strengthened its membership and mentoring to advance diversity. For example, an intentionally selected team of three board members and two early careerists received scholarships to attend a two-day training on strategic planning. Participants applied their learnings by facilitating the chapter’s strategic planning process. The early careerists continued to engage with the chapter by joining the Finance and Communications committees.

South Texas Chapter of the American College of Healthcare Executives

The South Texas Chapter of the American College of Healthcare Executives was honored for its strong diversity and inclusion efforts this past year.

The chapter hosted a DEI-focused in-person education session this past summer that had two panel discussions: “Fostering Inclusion of LGBTQ Patients and the Healthcare Workforce,” and “Understanding Implicit Bias and its Impact on Healthcare Leadership.” It also updated and approved a new chapter diversity statement, which included chapter diversity goals for 2022.

In addition, the DEI Committee partnered with the San Antonio Metropolitan Health District to host health training for clinicians and administrators on health equity. Also, board members presented a session on creating a safe classroom environment to express, discuss and debate DEI and social justice issues at the Association of University Programs in Health Administration Annual Conference in June.

These initiatives continue to support ACHE’s commitment to diversity and inclusion and are well-recognized by its members and other organizational stakeholders. Collaboration has already started with the Central Texas Chapter—ACHE to help support similar programming and educational events.

Washington Chapter of ACHE

This year, Washington Chapter of ACHE’s Diversity, Equity and Inclusion Committee made significant strides in their work to engage diverse individuals.

For example, the committee implemented quarterly “Meet and Mingle” events focused on DEI topics. The DEI committee has also created a “Discussion Agreement” that has been incorporated as a standard reflection at the beginning of every chapter event and meeting:

Tension and Conflict = Opportunities for Growth and Expansion

1. Be present
2. Listen and respect
3. Honor confidentiality
4. Trust intent
5. Acknowledge impact
6. Embrace imperfection
7. Expect and accept non-closure
8. THERE IS NO QUICK FIX

Also, the committee created a chapter annual award to honor individuals and organizations who embody and promote DEI. Criteria for the award included promoting an equitable environment of care for the communities they serve; engaging in efforts to create a welcoming environment for all or improve inclusion within their workspace or community; and serving as a role model for others by empowering those around them through DEI activities and professional advancement.

Additionally, a new affinity group, the Women’s Healthcare Executive Network, holds monthly meetings with female healthcare leaders in Washington who are interested in creating a diverse and supportive culture to foster networking and leadership. This group has one of the largest participation numbers of all its affinity groups. More affinity groups are in development, including one for LGBTQ healthcare leaders.

This committee is one of the most active areas in the chapter and it has made tremendous strides this past year in engaging the membership.

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