



MARCH
2020
QUARTER 1

PRESIDENT'S MESSAGE



Bill Butcher, FACHE
President, ACHE-Nevada Chapter

Hello ACHE NV Members!

2020 marks 35 years in healthcare for me. (Unbelievable, I know, considering my youthful appearance!) 2020 is also looking like it may be the most difficult year I've experienced in healthcare. No matter what stage of your career you're in, the arrival of COVID-19 is apt to be an unprecedented experience for all of us. Healthcare communities and leaders stand to learn a lot from this experience.

As a Chapter, the situation today and the uncertainty of how things will look one month, two months, or six months from now compels us to approach how we show up differently. This will not be a business as usual experience for me or the Board. I've been thinking about this a lot as I work daily to keep the healthcare services I lead in Las Vegas on track as new information becomes available.

At this point, I'm sure it goes without saying that we will suspend all events involving in person participation until further notice. By doing this, we'll be part of the solution to curtail the spread of COVID-19. The Board will determine when planning for in person events can resume.

Ultimately, I have come up with these parameters to guide the Chapter's work for the rest of this year:

- Stay in touch and support you with information and education using a virtual platform, including phone, WebEx and email
- Identify appropriate work for our Board and Committees that builds on our past successes and ensures the work we do is relevant to you now as well as into the future.
- Be considerate of your time and energy by balancing Chapter activities with the demands of your respective roles.

As always, please share any ideas and concerns with me, any of our Board members, or Crystal Reardon, our Chapter Administrator.

Please be safe, keep your distance, and take care of yourselves, your families and all those close to you.

-Bill



REGENT'S MESSAGE



Vick S. Gill, FACHE
Regent for Nevada

Fellow ACHE Nevada Members,

It was not long ago that we were finishing another day at work, sitting in a classroom lecture, looking forward to dinner with loved ones or getting ready for a weekend trip with the family. As the old adage says, “the only constant in life is change”. All of our lives have changed and we have all adapted to a fundamentally new world. Non-essential services have closed in the state, but as we all know, healthcare is entirely essential to the welfare of our community.

In recent weeks, I have been amazed by the strength and determination of our healthcare workforce. When the moment necessitated their skills, their unwavering determination and compassion for our patients has been the silver lining in the dark cloud. Please take a moment to thank all those we work with for all they have and will continue to do to keep our patients healthy. This includes our fellow colleagues who have worked countless hours to support the mission of our organizations.

As you already may know, the **2020 Congress on Healthcare Leadership** was cancelled. ACHE regretted that they were compelled to cancel the event, but they recognized that our priority was to take care of patients and communities, as well as ourselves and loved ones. I wanted to take this opportunity to update the membership on various activities related to Congress and how this may affect you:

Congress Refunds: ACHE is beginning to process registration refunds. Registrants will receive an email confirming that the refund is being processed. All refunds will be processed by April 20th.

Convocation: Any new Fellow that had planned to walk in the 2020 Convocation Ceremony will be invited to participate in 2021 and cap and gown fees for 2020 will be refunded by April 20th.

Recertification: If a member had planned to take the Board of Governors Exam at Congress 2020, you should have received an email from ACHE’s credentialing manager, Julianna Kazragys, with information on how to schedule your test near you at a future time. All waivers will be valid until December 31, 2020 and all current exam-authorized individuals will have until December 31, 2020 to take and pass the exam without their applications expiring.

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 I look forward to representing 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.

Finally, I would like to thank our **outgoing Regent, Teresa Conley**. She represented the state admirably for the past 3 years and actively advocated for us, worked tirelessly on ACHE’s CareerEDGE, and created a strong partnership with UNLV.

-Vick



HIGHER EDUCATION NETWORK

By: Dr. Chris Cochran

The COVID-19 crisis has led to several cancellations and changes to student ACHE activities. Students were disappointed to learn that the ACHE Congress was cancelled, but understood the reasons behind the cancellation.

Because all Nevada higher education campuses have closed, students are fully immersed in online classes. New officers for the student club will be selected likely using online meetings and voting later in the semester. In addition, the **UNLV School of Public Health Awards and Recognition Ceremony scheduled for April 26 has also been cancelled**. Students receiving the ACHE and Healthcare Forum Scholarships will be recognized using another platform, but the scholarships will be awarded.

The student club and faculty in the Healthcare Administration and Policy Program in UNLV’s School of Public Health want to recognize all of the healthcare workers in Nevada as they confront the crisis on the frontlines. We are all proud to be associated with an industry that is taking on this virus head on.

Meet the ACHE-Nevada Chapter Board Mixer

By: Annakay Hutchinson – Student, University of Nevada, Las Vegas

The ACHE networking event held by the board members at Parkway Tavern was an amazing event. The event opened up an opportunity to connect members of the board with healthcare professionals and students of the Health Care Administration program.

From a student's perspective, the opportunity provided much needed information on what hiring managers are looking for during an interview and questions interviewers will seek out in the hiring process. I am grateful for the opportunity to interact and meet with exceptional women and men with the health care industry.



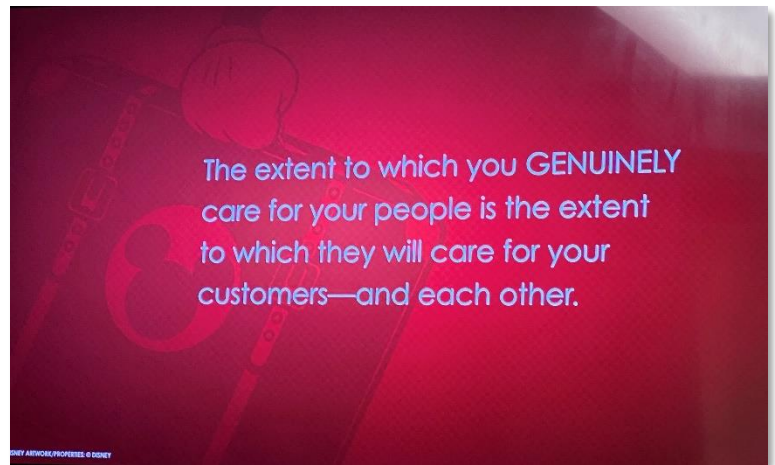
An Introduction to Disney's Approach

By: Lisa Barnes

As healthcare professionals, we all have the common objective of improving human lives. We all strive to deliver high-quality, safe patient care and we want our patients to have an excellent experience. There is a lot to learn from the "happiest place on Earth"- Disneyland. On any given day, an average of 50,000 people visit Disney theme parks. Despite Disney's reputation for being expensive, families all over the world keep coming back over and over. Disney has a reputation for delivering consistent service and excellent customer experience. Many of their principles are very relevant and applicable to the healthcare industry.

On February 20th, Chris Zepeda, account manager from the **Disney Institute** did a presentation for ACHE's Nevada Chapter entitled **Disney's Approach to Customer Service**. Some of the key takeaways from the presentation were the importance of building relationships, being purposeful, anticipating needs, and attention to detail. Employee engagement is very important in the pursuit of exceptional patient experience. Engaged employees perform optimally and their satisfaction trickles down to the patients they care for. Meeting patients' needs is not enough to build loyalty. Leaving them satisfied and not "wowed" will leave them up for grabs for competitors who could potentially deliver a superior experience. It is important to go above and beyond and find value in areas that others do not. By being creative and purposeful, we can impress patients by resolving problems before they become potential issues and a cultural of excellence can be established within the organization.

It was a very fun and inspiring event. We are very thankful for **Valley Hospital** and their hospitable staff for graciously hosting.



Credits with Clusters

By: Col. Wade Adair

Have you thought about getting your ACHE face-to-face hours at some other time of year besides winter in Chicago? This year is an exception as Congress was cancelled with the COVID-19 pandemic, but attending an **ACHE cluster** is a fabulous option not just because of the weather or COVID-19. The cluster programs offer a change in pace from Congress. The formats are completely different. Whereas the Congress format offers numerous topics in short increments over one week, the clusters focus on one topic in-depth over two days. It allows you to specialize in an area your organization may be looking to resolve deficiencies, launch a new initiative, or pivot strategically.

The cluster may be more convenient to you based on location, scheduling, or time commitment. I recently attended the cluster in Scottsdale for all three reasons. They are also excellent opportunities to network in a region closer to your current job. More importantly than all of these reasons though was the topic of the seminar, it allowed me to brush up on my financial management skills via the renowned Dr. Michael Nowicki's two-day session. Each session is taught by an expert in that particular field and most have been on the ACHE "faculty" for many years.

I've also found it helpful to alternate between Congress and clusters. My personal preference is to attend clusters two to three years in a row and then alternate with Congress. The in-depth format is more appealing to me and I have found I learn more from clusters. That doesn't diminish the value of Congress with staying current with health policy, national healthcare issues, and learning new initiatives/topics. Both offer different formats to maximize your professional growth. Make a plan that works for you and your organization in 2020.

MONTEREY, CA
AUG 20 - 21, 2020

CAHL CONGRESS & ANNUAL AWARDS

COLLABORATE. INNOVATE. ELEVATE.

Join **California Association of Healthcare Leaders** for the first annual **CAHL Congress (CAHLCon)** in beautiful **Monterey, CA**. **CAHLCon**, will bring together healthcare professionals from all disciplines for two days full of education and networking. Current and prospective ACHE fellows can earn **12 Face-to-Face** education credits.

Built on the theme of **Collaborate, Innovate and Elevate**, CAHLCon will encourage powerful discussions and the sharing of ideas in improving the lives of our patients and workforce. In an era of unprecedented competition and demand for transformation, CAHLCon attendees will reimagine the future of healthcare in America.

Congress attendees, CAHL members, and guests are cordially invited to attend 2020 CAHL Annual Awards Gala and evening reception on Thursday, August 20th.

Full two-day CAHLCon agenda and registration options are available at <https://ache-cahl.org/congress>.

**By registering to this CAHL event, you give your permission for photos taken of you at the event to be archived as a matter of record and memorization of the event, and/or marketing purposes.*

CAHL
California Association
of Healthcare Leaders

An Independent Chapter of

American College of
Healthcare Executives
An Accredited Organization

CERTIFICATION

BOARD OF GOVERNORS EXAM REVIEW COURSE - DETAILS TO BE ANNOUNCED

ACHE Recorded Webinars



Social distancing has put a hold on presenting Face-to-Face opportunities, but educational webinars are a great alternative to get your remaining credits!

Missed one of our live webinars? No problem! Catch up in the convenience of your home or office with an online streaming recording of any of the webinars ACHE has presented in the past. Recordings include the audio presentation, audience participation questions and comments. Learners will view the recordings in ACHE's learning management system. Upon completion, a certificate of completion will be generated and CEUs will be distributed automatically.

<https://www.ache.org/learning-center/education-and-events/e-learning/on-demand>

Webinars as of January 1, 2020 are now 60 minutes in length, worth 1.0 ACHE Qualified Education credit.

Webinars prior to January 1, 2020 are 90 minutes in length, worth 1.5 ACHE Qualified Education credits.

All webinar recordings are \$99 for members and \$119 for nonmembers.

MEMBERSHIP

Welcome to Our New ACHE-Nevada Chapter Members!

Calbeth C. Alaribe, MPH

Shannon Albert

Bassma Ali

Samantha Andrews

Daniela Barrera

Ana Paula Bernards

Martika Burton

Lydia Coleman

CMSgt Melanie L. Collins

Ernest Cornejo

Monika Fiandra

Walter A. Fink, DO, MHA

Bre'Asia Fore

Antonio G. Gering

HMCS Gerome I. Guansing, MHA

Hoda Hassanieh

Annakay Hutchinson

Don Jean

Christopher Lanski, PT, DPT

Persephone D. Laviolette, MBA

Tiffany A. Love, PhD, FACHE

Alondra I. Lozano

Beverly Lukawski

Dustin Mallqui

Nicholas Marinello, MBA, MHA

Joseph D. Melchiode, FACHE

Julianne Ocampo

Kristen OConnor

Maraya Pena, MS

Hasnain Photowala, FACHE

Abegail Reyes, MPH

Suzanne M. Richards, FACHE

Sierra Riley

Tayler Romprey

Sarah Sarich, BS, MHA

Maira Sermeno

Shahrooz Shahram, MD, MBA

Daniel J. Skurski

Alan H. Smith, Jr.

Cynthia Solis-Murillo

Jeffrey H. Stanford, RN

John Stelsel

Rosanne Sugay

Glenisa Angelica Tumbaga

Annah Varricchio

Jenny T. Vo

Michael Ward, FACHE

Jerson Zarate

Assaad Zeid

49 New!
423 Total!

Welcome

Recruit Your Non-Member Colleagues to ACHE

MISSION

The mission of the ACHE – Nevada Chapter is to be the professional membership society for healthcare executives; to meet its members' professional, educational, and leadership needs; to promote high ethical standards and conduct; to advance healthcare leadership and management excellence; and to promote the mission of ACHE.

Reminder to pay your 2020 dues and recruit new members to ACHE!

Invite your colleagues to apply online at ache.org/Join. Use our [Recruitment Toolkit](#) outlining the benefits of membership to assist you on spreading the word.

You may also contact our Membership Co-Chairs, Jacquie Cheun & Brett Lee, to request copies of ACHE membership materials to pass to colleagues.

Vision To be the preeminent professional society for leaders dedicated to improving health.

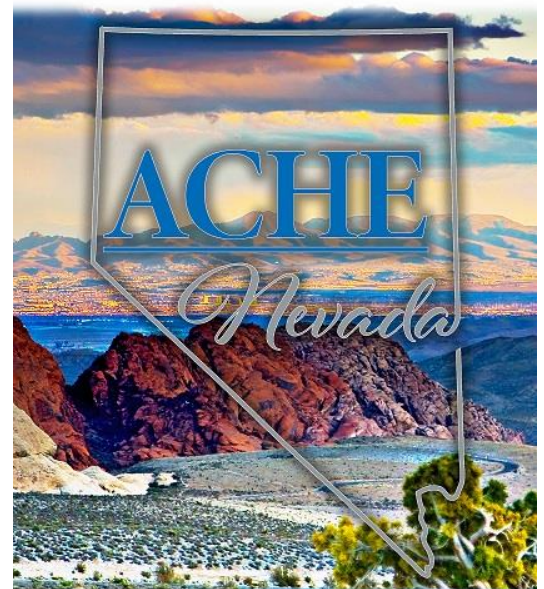
Values

Integrity
Lifelong Learning
Leadership
Diversity and Inclusion



Mission To advance our members and healthcare management excellence.

ACHENV.ORG



*The professional society
for healthcare leaders
committed to
improving health*



An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

DIVERSITY & INCLUSION

By: Khanh Anderson

LGBTQ Forum & Asian Healthcare Leaders Forum Liaisons Needed!

Are you a member of the LGBTQ Forum or the Asian Healthcare Leaders Forum? ACHE-Nevada is seeking chapter liaisons to increase **LGBTQ Forum and Asian Healthcare Leader Forum** engagement both locally and nationally. Liaisons (with the assistance of the Diversity & Inclusion committee) are responsible for leading local initiatives in building forum memberships and planning events and maintaining relationships with forum members through engagement at events and through personal communication. Liaisons are also responsible for attending quarterly national Forum Committee calls and are encouraged to attend an in-person meeting at Congress. If you are interested in serving as the Chapter Liaison or in joining either Forum, please reach out to the D&I Committee Chair, **Khanh Andersen**.

Diversity Resources

ACHE Studies

- [A Race/Ethnic Comparison of Career Attainments in Healthcare Management](#) examines whether race/ethnic disparities in healthcare management careers have narrowed compared with previous studies.
- [A Comparison of the Career Attainments of Men and Women Healthcare Executives](#) examines the attainments of men and women who had chosen managerial careers in general business and contrasts the findings with healthcare managers.



What is Implicit Bias?

Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner, either negatively or positively. The effects of implicit biases are especially concerning to health care professionals and health care leaders because even the most well-intentioned clinician may unknowingly contribute to disparities in a system where disadvantaged groups receive worse care and have poorer outcomes. ACHE-Nevada's focus on diversity will explore these biases at different events throughout

the year. We invite you to take some time for self discovery and investigate some of your own biases using Harvard University's self assessment tool at <https://implicit.harvard.edu/implicit/education.html>.

COMMUNICATIONS

SOCIAL MEDIA



ACHE's social media platforms give the organization exposure through three outlets; the ACHE-Nevada Chapter website, our LinkedIn, Facebook, and Instagram pages. These outlets are excellent sources of the latest information regarding upcoming events, access to membership, and are fantastic tools for networking among healthcare professionals for members and non-members alike.

Our **LinkedIn** page, <https://www.linkedin.com/in/ache-nevada-5352bb138/> allows access to extensive professional networks not just in healthcare but many other related disciplines and is a fantastic resource for resume building.

Facebook <https://www.facebook.com/achenevada/> is also a great outlet for chapter and upcoming event information and has many pictures of past events and current ACHE-Nevada leadership. Our Facebook page serves as the primary portal for chapter information as it sees the most amount of internet traffic.

We recently created an **Instagram** page, <https://www.instagram.com/achenevada/> as another way to share photos from our events.

Check out the **Welcome Video** on our **website ACHENV.ORG** as well as our newly made **YouTube channel "ACHE Nevada."**

Please continue to like and share posts on all our social media outlets as this helps improve the reach of the Chapter and ensures we all have access to the latest on news and events.

Tap Into Our Network... Gain Visibility

The American College of Healthcare Executives (ACHE) is an international professional society of more than 40,000 healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations. ACHE-Nevada Chapter (ACHE-NV) is our local chapter of the national American College of Healthcare Executives. We encompass a group of healthcare leaders from all 16 counties in the State. Our growing chapter consists of over 400 members including senior-level leaders who drive purchasing decisions in hospitals and healthcare facilities in the Nevada market.



Our vision is to be the premier professional society dedicated to advancing healthcare leadership and management excellence. As a Board, our mission is to meet the professional, educational and leadership needs of members; to promote high ethical standards and conduct; and to promote the mission of ACHE.

Thank You!
to our Sponsors

ACHE-NV offers many marketing and public relations opportunities to official sponsors. These sponsorships allow organizations a benefit by building strong relationships with our chapter members. In return, these sponsorships allow ACHE-NV to continue to provide unique services and programs to members. ACHE-NV sponsors help to underwrite the costs of our many educational and networking events. Sponsors may be corporations, suppliers, groups or individual consultants. We are also pleased to be sponsored by several organizations that share our commitment to Leadership.

SPONSORSHIP OPPORTUNITIES	ANNUALLY			SINGLE EVENT	
	\$5,000 Platinum	\$2,500 Gold	\$1,000 Silver	\$350 Education	\$500 Networking
Sponsorship Corner – Submit article for quarterly newsletter	✓				
Booth/table display at all/single event(s)	✓			✓	✓
Company hyperlink on all/single event(s) registration sites	✓			✓	✓
Verbal mention at all/single event(s)	✓	✓		✓	✓
Logo and hyperlink on all e-blasts	✓	✓			
Logo and hyperlink on quarterly newsletter	✓	✓	✓		
Logo and hyperlink on ACHE - Nevada Chapter website	✓	✓	✓		
Spotlight on Sponsors – Social media thank you on rotating basis	✓	✓	✓		
2 tickets to all/single event(s)	✓	✓	✓	✓	✓

MENTORSHIP PROGRAM

Announcement from Chapter President, Bill Butcher, FACHE

After experiencing the success of our Mentorship Program last year, we were very excited to kick off our 2020 program this month. With the arrival of COVID-19 and the suspension of all in person meetings, we won't be able to initiate and run this program the same way as last year. This being said, we're not ready to give up on it just yet. Stay tuned as the Committee considers options for running this as a virtual program. We'll provide an update as soon as we have one.

2020 Congress on Healthcare Leadership Canceled

After much discussion and consideration, the ACHE Board of Governors and leadership team have decided to cancel the **2020 Congress on Healthcare Leadership**, due to the need for leaders and healthcare organizations to manage their responses to coronavirus (COVID-19) within their communities.

The ACHE leadership team has been closely monitoring the latest information from the **World Health Organization**, **Centers for Disease Control** and **Chicago Department of Public Health** to make an informed decision. **According to the CDC**, while “for the majority of people, the immediate risk of being exposed to the virus that causes COVID-19 is thought to be low” and “there is not widespread circulation in most communities in the United States,” (March 11, 2020), we know this is a quickly evolving situation.

We heard from a growing number of healthcare organizations that have implemented travel restrictions.

We understand and support our members and other leaders—and the need to respond effectively to patient and community concerns.

Board of Governors Exam Fee Waiver: March 1–June 30

The Board of Governors Exam fee waiver provides the opportunity for Members to save \$225 when submitting Fellow applications between March 1 and June 30, 2020. [Eligible members](#) must submit their completed Fellow application, the \$250 application fee and [meet all requirements](#). Pending application approval, ACHE will waive the \$225 Board of Governors Exam fee. For questions about the waiver, contact the Customer Service Center at contact@ache.org.

Everyone Benefits When You Share the Value of ACHE

When you refer Members or Fellows to ACHE, you’ll earn rewards in the [Leader-to-Leader Rewards Program](#). Encouraging others to become members will result in a more diverse and inclusive ACHE community.

Use our [referral form](#) to share details about membership with those you believe can benefit from all that ACHE has to offer. To earn points, your name must be listed as the referral on a new member application or on an FACHE application. Once the membership is activated or all Fellow requirements have been met, your accumulated points can be redeemed for ACHE-branded rewards such as a gift certificate, umbrella, ceramic coffee mug, apparel, ear pods and more.

Please note that Leader-to-Leader points cannot be earned by referring a member who was suspended in 2019 to rejoin. You can check your available points and discount program coupon codes in the [My ACHE](#) area of **ache.org**.

For more information on the program, go to ache.org/L2L.

ACHE Member Communities Can Enhance Experience

We offer four community groups that align with our members’ professional backgrounds and commitment to diversity and inclusion. Members who meet the requirements can join one or more that meet their professional needs and goals. The groups include:

- [Asian Healthcare Leaders Forum](#)
- [LGBTQ Forum](#)
- [Healthcare Consultants Forum](#)
- [Physician Executives Forum](#)

Members can join or renew a membership in one or more of these groups for an annual fee of \$100 each, in addition to ACHE membership dues. All benefits are accessible online and include a quarterly newsletter, an exclusive LinkedIn Group and a special designation in ACHE’s online Member Directory.

ACHE Announces Nominating Committee 2020 Slate

The Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 21 at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 21.

The 2020 slate is as follows:

Nominating Committee Member, District 1 (two-year term ending in 2022)

Peter J. Wright, FACHE

President

Bridgton (Maine) and Rumford Hospitals

Nominating Committee Member, District 4 (two-year term ending in 2022)

Jayne E. Pope, FACHE

CEO

Hill Country Memorial Hospital

Fredericksburg, Texas

**Nominating Committee Member, District 5
(two-year term ending in 2022)**

John G. Faubion, FACHE
President
Faubion Associates Executive Search
Glendale, Calif.

Governor (three-year term ending in 2023)

Joanne Carrocino, FACHE
President/CEO
Cape Regional Health System
Cape May Court House, N.J.

Governor (three-year term ending in 2023)

William P. Santulli, FACHE
Chief Operating Officer
Advocate Aurora Health
Downers Grove, Ill., and Milwaukee

Governor (three-year term ending in 2023)

Michele K. Sutton, FACHE
President/CEO
North Oaks Health System
Hammond, La.

Governor (three-year term ending in 2023)

Nizar K. Wehbi, MD, FACHE
Deputy Director, Center for Health Policy and Assistant
Professor
University of Nebraska Medical Center
Omaha, Neb.

Chairman-Elect

Carrie Owen Plietz, FACHE
Executive Vice President/COO, Hospital Division
WellStar Health System
Marietta, Ga

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 Chairman-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:

Charles D. Stokes, FACHE	Carle-Marie P. Memnon, FACHE
David A. Olson, FACHE	David A. Stark, FACHE
Chisun S. Chun, FACHE	COL Mark D. Swofford, PhD, FACHE
Donald G. Henderson, FACHE	Michael O. Ugwueke, DHA, FACHE

ACHE Call for Nominations for the 2021 Slate

ACHE's 2020–2021 Nominating Committee is calling for applications for service beginning in 2021. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Those interested in pursuing applications should review the candidate guidelines for the competencies and qualifications required for these important roles. Open positions on the slate include:

- Nominating Committee Member, District 2 (two-year term ending in 2023)
- Nominating Committee Member, District 3 (two-year term ending in 2023)
- Nominating Committee Member, District 6 (two-year term ending in 2023)
- Four Governors (three-year terms ending in 2024)
- Chairman-Elect

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

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

Candidates for Chairman-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 Chairman-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 jnolan@ache.org and must be received by July 15. All correspondence should be addressed to David A. Olson, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

The first meeting of ACHE's 2020–2021 Nominating Committee will be held on March 24 during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. 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 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 22.

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

ARTICLES OF INTEREST | Q1 2020

Four Safety Trends for 2020

Patient safety has been a pressing issue in healthcare, spurred by the publication of the landmark [report](#) *To Err Is Human: Building a Safer Health System* in 1999. Anne Marie Benedicto, a vice president at healthcare accreditor [The Joint Commission](#), recently shared her thoughts regarding the patient safety outlook for this year. She detailed four ongoing trends she feels will dominate the safety landscape in 2020.

1. Patient advocacy. In 2020, there will be two primary forces at play in patient advocacy, Benedicto says. "Healthcare providers have become more commercial in how they track patients as 'customers,' and patients are becoming more like consumers and using those skills to help navigate the healthcare system. This means more and more patients feel they have a say in what diagnoses mean for them, how they are treated and how they engage with their care teams," she explains.

Health systems and hospitals are increasingly embracing patient advocacy. For example, Benedicto's division at The Joint Commission is working with a Texas-based health system to boost quality improvement skills in neonatal intensive care units. The effort initially focused on clinicians, but the health system wanted to achieve quality and safety gains through empowering patients' families as well.

"Our biggest surprise has been that the organization not only wanted clinicians trained in improvement skills, but also the patient advisory council. We also provided training to parents of babies who were in the NICU for long periods of time. We found that the training gave parents permission to talk about quality issues with clinicians in a way that we had not seen before," Benedicto says.

2. Improving the work environment. Ensuring adequate staffing at healthcare organizations is a key element of patient safety, and health systems, hospitals and physician practices need to step up efforts to care for caregivers, Benedicto says. "This is an ongoing trend because we are already seeing clinician shortages. We are not recruiting and retaining enough medical staff members to meet the demand."

She also stressed how healthcare organization leaders must shape work environments in ways that ease stress on staff members. For example, clinicians often struggle to find equipment or supplies such as medication pumps. It may be a small inconvenience, but repeated occurrences can add frustration and danger to an already stressful day. "The solution to this challenge is to put the proper systems in place, such as supply chain management, that make it easier for staff members to do their work."

3. High reliability. Falls with injury represent an example of a persistent patient safety problem that is actually a missed high-reliability opportunity, Benedicto says. "Often, an organization will target falls every couple of years, saying that their fall rates are unacceptable. They come up with a solution, put it in place, it lasts for a few months, then the old practices creep back."

There needs to be an understanding that persistent problems in healthcare persist because they are complex, and they require structured and sustained solutions, she says. "The use of highly reliable process tools is necessary to get to zero harm. It's not just a matter of picking the easiest solution and putting it in place. It's a matter of stepping back and figuring out why the problem is happening, finding out why it is persisting, looking at the contributing factors, then developing solutions."

4. Surgery center safety

Surgery centers need to adopt patient safety protocols that have become common at hospitals. With increasing numbers of procedures shifting from the hospital setting to ambulatory surgery centers, improving safety at these centers will be a top concern in 2020, Benedicto predicts.

"If patients can get care in less complicated settings, then those options should be pursued. However, this opportunity comes with a risk. Many surgical centers do not have the same levels of protection that hospitals have. For example, more

and more spine surgeries are happening in surgical centers, and those centers may not know what to do when there is a serious complication."

"Over the past decade, hospitals have been investing in process improvement and improvement methodologies, so they could make their care as safe as possible. That same type of trend needs to happen in other settings of care such as surgery centers, Benedicto says. "Achieving zero harm not only requires embracing high reliability as a goal, it means making sure that resources are in place to get to that goal—stronger improvement skills, stronger safety culture, and leadership commitment to zero harm."

—Adapted from "[Four Patient Safety Trends for 2020](#)," HealthLeaders, by Christopher Cheney, Jan. 8, 2020.

Quality Patient Outcomes Begin With Trust

The forces shaping the future of healthcare are putting increasing pressure on all players in the medical community to forge more effective partnerships and collaborations if they are to achieve quality patient outcomes at reduced cost. The foundation of these successful partnerships and collaborations is trust.

Trust can be simply defined as an outcome based on repeated interactions, characterized by specific behaviors that drive high performance. Research has shown that trust isn't a given, but has to be earned. Further, once compromised, it is not easily restored. So, what does it take to trust and be trusted? Here's a look at some trust-building practices.

Straightforwardness

This is saying what you mean and meaning what you say. We tend to admire people like this because they bring decisiveness and direction to situations where it's needed. Straightforwardness is essential when, for example, clinicians are giving a diagnosis, prescribing a treatment plan or offering a team member feedback. It is a key trait whenever critical business decisions need to be made, standards upheld or policies enforced. It is essential for the governance of healthcare systems, which relies on the strength of the relationship between physicians and administrators.

Trust grows when your actions are aligned with your thoughts, values and beliefs. In other words, when you're straightforward with people, their trust increases because they never have to guess what your intentions are.

Openness

Transitioning to a leadership role in any organization is fraught with pitfalls. This is especially true for physicians ascending to leadership in the governance of a hospital or healthcare system. The independent, authoritative approach that often works well for physician practitioners falls flat when it comes to leading organizations at a high-level. To succeed in this more complex kind of leadership, physicians need to cultivate the quality of openness.

Leaders who internalize the concept of openness have the psychological hardiness to interact with others in ways that make them want to open up too. So when problems arise in the trenches, when timelines slip or mistakes are made, the probability that their colleagues will share relevant information before it becomes a crisis is raised. Time and money are saved, objectives are met, trusting relationships are solidified and everybody wins.

Acceptance

Mistakes happen. People forget, drop the ball and break agreements. Leaders encounter any or all of these situations in the space of a day, sometimes within themselves. How they respond reflects their level of acceptance: the ability to attack the problem and not the person; to consciously work to uphold the dignity of others even when justifiably unhappy with them.

People who make mistakes, voice resentments, dig in their heels and otherwise make a leader's job difficult are just that—people. Bias can be subtle and insidious, but its counterpart, acceptance, is a skill that can be learned. The payoff is psychological safety and the absence of fear, which makes it possible for people to engage in all of the other trust-building practices.

Reliability

Making and keeping promises is the foundation of reliability and it is essential to good leadership and good business. The absence of reliability leads to breakdowns in the form of conflict and loss of credibility. Reliability is a practice that distinguishes the "go-to" people—those who are always busy, yet always have the energy to take on the next thing. They are counted on because they inspire confidence that they will come through again and again on the promises they make. Trust grows when you make and keep your promises.

—Adapted from "[The Four Keys to Better-Performing Collaborations](#)," O'Brien Group.

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>

ACHE
Professional Development Digest
Turning Learning into Results

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>

elevating leadership

Insights and Strategies for Healthcare Leaders

Elevating Leadership is a digital publication that provides high-level perspectives on the top challenges facing healthcare leaders like you. See link below.

http://www.ache.org/newclub/newsltr/Elevating_Leadership/index.cfm

Now's the Time to Get Certified – Get your FACHE (Fellow Status)

Become a Fellow of the American College of Healthcare Executives (FACHE) and earn the distinction of board certification in healthcare management! Click the link to see the steps necessary to advance to FACHE status.
<http://www.ache.org/membership/credentialing/steps.cfm>

Have you wanted to get your Fellow status and FACHE credential, but have been putting it off? Now is the time to act. Make getting Fellow status one of your priorities and take advantage of this offer:

New Simpler Process ACHE has simplified the process for pursuing Fellow Status. It also has a broader definition of management experience. Go to www.ache.org/membership/credentialing/index.cfm or the credentialing link off of ACHE's home page.

Chapter Resources The Nevada Chapter is planning a 1.5 day Board of Governors exam prep workshop in Spring 2020. Contact Crystal Reardon at crystal.reardon@hcahealthcare.com for more info.

Online Resources ACHE offers numerous resources to members who are pursuing Fellow Status. Go to the Credentialing section of ACHE's website at www.ache.org.

Members preparing for the Board of Governors Examination can access the Exam Online Community as a complimentary and supplementary resource that can boost their confidence and help them succeed. The interactive platform gives Members the opportunity to learn and glean study tips from others taking the Exam. It also provides an opportunity to discuss Exam topics with experts for better understanding and the option to participate in study groups. Join the Exam Online Community at bogcommunity.ache.org.