



QUARTER 1 – JANUARY 2019

## PRESIDENT'S MESSAGE



**Vick Gill, MD, FACHE**  
**President, ACHE-Nevada Chapter**

Thus far, 2018 and 2019 have been great years of growth for the Nevada Chapter of the ACHE as we have seen a substantial increase in membership and involvement. We capped off last year's many achievements by receiving the Award for Chapter Excellence at the ACHE Congress in Chicago. This year, we are moving on and setting our sights even higher.

The inaugural year of the Mentorship Program was a great success and this year we have seen a nearly 50% increase in participation from both mentees and mentors.

As we move forward through this first quarter, we are well on our way to meeting our goals for obtaining all four performance standards for the Chapter, of which we obtained three of the four this past year. We will continue to strive to meet and exceed the needs of our Chapter members through focused educational seminars and networking events.

As we grow and build off the hard work of previous Boards, I look forward to working with all of you to continue to make the Nevada Chapter the premier Chapter in the country. Keep up the amazing work and thank you for everything you do!

## REGENT'S MESSAGE



**Teresa M. Conley, RN, MBS, MSN, DPA, FACHE**  
**Regent for Nevada**

### New Chapter Leadership

At the December Chapter leadership dinner, we said farewell to our outgoing leaders and welcomed our new 2019 leadership. **Vick Gill, FACHE**, Associate Administrator, University Medical Center will take the helm as Chapter President. A note of recognition to **Jeremy Bradshaw, FACHE**, Chief Executive Officer at MountainView Hospital who completed his term as Chapter President. Jeremy came into the role at the same time he took over responsibility for MountainView Hospital. In spite of this change in responsibility, he has done exceptional work in leading the Nevada Chapter to award winning status. His contributions are well recognized and we thank him for his leadership and commitment to ACHE. Also serving on Chapter

committees for 2019 are: Program/Social: **Chris Nicholas** and **Ron Loweke**; Membership: **Brett Lee** (South) and **Jacquie Cheun** (North); Certification: **Bill Butcher** (South) and **Siri Nelson** (North); Mentorship: **Joe Mount** and **Sara Levinson**; Diversity and Inclusion: **Khanh Andersen** and **Paras Goel**; Communications: **AJ Wagner** and **Nicholas Carlisle**.

### ACHE Panel for Association Health Plans

I recently had an opportunity to serve on a panel discussion sponsored by **Holland & Hart LLP** along with **Scott Muelrath**, President, Henderson Chamber of Commerce, regarding Association Health Plans. A Department of Labor ruling has opened the door for qualified associations to offer health plans. The impact to this offering has benefited small business in particular. Sole proprietorships are being added in January. The growth in membership for associations such as the chamber has been significant. Feedback from small business members has been overwhelmingly positive, helping to reduce employee turnover, enhance loyalty and improve employee health and wellness.

### **Higher Education Network: University of Nevada - Las Vegas (UNLV)**

The Health Administration program under the direction of **Christopher Cochran, PhD**, is well into the school year. I had the opportunity to visit the graduate class of Soumya Upadhyay, PhD and share the many benefits of ACHE membership.

Many employers offer tuition assistance as part of their employee benefits. Dr. Cochran and team would like to have an opportunity to connect with Human Resources departments to share the program and careers that a degree in health administration offers. Please consider this at your next employee benefit fair. In addition, Human Resources departments will want to participate in the Health Administration job fair that will be held in April on the UNLV campus. This is an ideal opportunity for employers looking to recruit new talent from this fully accredited program. More details on this event will be announced in February.

The ACHE - Nevada Chapter is proud to offer several scholarships to UNLV students. An endowment scholarship is offered annually to select students and scholarships to attend Congress in March are also available. Interested candidates can submit applications to Dr. Cochran at UNLV.

### **Nevada 2019 Legislative Session**

The Legislature will convene in February for the bi-annual Nevada legislative session. There are numerous initiatives on the agenda that impact healthcare and hospitals. With the first Democratic governor at the helm in over 20 years, it promises to be a very full session.

### **Welcome to Our New ACHE-Nevada Members!**



Adriana Delgado	Dawn Babilonia	Maria J. Vazquez Mireles
Aleshia M. Osemwengie	Deondre T. Harris	Marie N. Di Federico Elliott
Amanda Annan	E. Ann Lee, FACHE	Monica Johnson, MS, RN
Amanda P. Quintana	Ellen E. Vantreuren-Richards	Monique Y. Schmitt
Ambrozino Storr	Emmanuel Urbano	Nhi H. Nguyen
Andrea Decker, MBA	Erica Curry	Raheem T. Soomro
Arosha Meegodakankanamedon	Erika Dela Cruz	Rehan Naushad
Ashley Frierdich	Freda Ireigbe	Samantha Duenas
Audwin C. Angosta	Jaxon Louie	Samantha Hill
Azhlee Costa	Jordan Phyfer	Sandra Boyadjian
Brad M. Domingo	June Kim	Shin Srisaeng, RN
Brianna Vesch	Keisha Bickham	Sili Fang
Brittney L. Roper	Kendall R. Sorem	Stacey Day
Caleb M. Coatsworth	Kimberly Foxworth, RN, MSN, CPHQ	Suzanne M. Richards, FACHE
Carlos Ramirez	Kruparaj M. Shettian, FACHE	Xavier C. Esquivel
Corrie Berk, DNP	Lisa A. Taylor, RN	Yadira Martinez
Daniel Egbert, DMD	Lotus S. Herrera	
David Levinson, BS	Maddie J. Evans	

You did it!  
*Congratulations*

## Congrats to UNLV EMHA Student, Dr. Ram Singh for receiving his FACHE credential!

Earning the distinction of board certification in healthcare management as a Fellow of the American College of Healthcare Executives (FACHE) signifies your expertise, experience and commitment to continuing education and professional development. Just as members of the medical staff are board certified, having the FACHE credential by your name indicates a level of achievement in the profession.



## RECENT EVENTS

### MEET THE 2019 ACHE-NEVADA BOARD

By Nicholas Carlisle

The ACHE-Nevada Meet the Board event was a great success! Many active and prospective members and students from all over the country attended for a chance to meet Board and committee chair members as well as learn more about the value of our great organization has to offer.

The event was hosted at **UMC** and presided over by our Chapter President **Vick Gill, FACHE** who did a fabulous job explaining many of the benefits membership has to offer.

As a result of events such as these our Nevada membership is already up to 397 total members putting us well on our way to our goal of exceeding 400 by year end. Thank you so much to all who attended and who continue to make this organization fantastic.



### 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.*

## MENTORSHIP PROGRAM KICK-OFF

By AJ Wagner

Last year, the ACHE-Nevada Chapter started its first mentorship program. With 27 mentees and 20 mentors signing up, it was a huge success that I myself benefited from as a mentee.

This year, those numbers have swelled to 47 mentees and 32 mentors (so far)! To kick off the start of the mentorship program each year, a mentorship mixer has been held, with this year's taking place at **Honey Salt**. The turnout to the mixer was incredible, with 65 people in attendance. These events are great opportunities to network with new and current members of ACHE, as well as introducing prospective members to the Chapter. All mentees were automatically entered into a free raffle, where many walked away with awesome gift cards to places such as Top Golf. The venue provided a constant stream of incredible food and drinks and it was amazing to see so many people actively engaging with one another.







These events truly showcase why the Nevada Chapter was recently earned the Chapter Excellence award at Congress in Chicago. Witnessing so many dedicated professionals guiding students and early careerists made me proud to be a part of this organization—and exceptionally proud of our Chapter. I highly encourage anyone reading this to consider being a mentor or mentee, if you are not already, and to recommend anyone else you believe would be a good fit for the program as well.

Thank you all for everything you do!

Mentorship Committee Chairs  
**Joe Mount & Sara Levinson**



### THIRD ANNUAL SOUTHERN NEVADA WOMEN'S LEADERSHIP BREAKFAST

By Paige Laughlin

ACHE joined forces with HFMA and MGMA for the Third Annual **Southern Nevada Women's Leadership Breakfast** hosted by UMC on Friday, **March 8<sup>th</sup>**. In celebration of International Women's Day, a sold out event highlighted the strength and achievements of the many women in leadership positions across Southern Nevada.



Key note Speaker **Carole Fisher, CEO of Nathan Adelson Hospice** with 27 years of noteworthy success in the healthcare industry, provided a look into leadership philosophy and her lessons learned over the course of her career. Carole humbly detailed her experiences of adversity and how she made the decision to move from the passenger seat in her life to the driver seat, an action that was the catapult to her success, not only personally but also professionally. Carole also highlighted the importance of mentorship, of pushing others to "create possibilities for unlimited potential" and reminded us of our obligation to leave no woman behind. It is our responsibility, as leaders in organizations, to create environments where people feel valued.

Following Carole, there was a diverse panel of healthcare leaders that shared their experiences and perspective on what it means to be a leader. Attendees of the breakfast were able to donate gently used business attire to benefit **SafeNest**, a non-profit organization whose mission is to protect victims and survivors of relationship abuse, build programs to prevent and bring awareness to abuse, and empower survivors to create a new future.

**Aleshia Osenwengie** and her mentor, **Lan-Dai Addington**, shared their experience in participating in ACHE-Nevada's 2018 mentorship program.



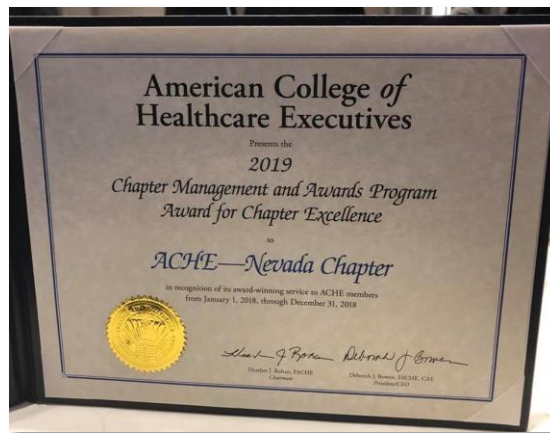
## ACHE CONGRESS

By Lisa Barnes



Every year thousands of healthcare leaders, aspiring leaders, students, and many diverse individuals come together in Chicago at **ACHE's Congress** on Healthcare Leadership for networking and educational sessions. The theme of this year's events were innovation, growth, transformation, opportunity, and collaboration. Congress offers a plethora of fascinating seminars led by some of the most distinguished speakers in the industry. It gives us the opportunity to learn about the rapid changes in healthcare delivery. Congress leaves attendees feeling energized, inspired, and ready to share innovative ideas at their organizations.

The highlight of this year's event was witnessing our Nevada Chapter win an **award for Chapter Excellence**. ACHE designed the Chapter Management and Awards Program to provide performance incentives and recognize outstanding accomplishments. The criteria to win the award is based on objectively measured performance standards. The areas of performance that are measured are education and networking performance, net membership growth, level of member satisfaction, and advancement of eligible members. The Nevada Chapter met three of the four performance standards, therefore qualifying us for the Award for Chapter Excellence.



Thank you to all the Nevada Chapter members for all your hard work and dedication. We won this award together because of your continued support and relentless pursuit of excellence. I strongly encourage everyone to attend Congress next year. It was such a privilege to be able to attend and I cannot wait to go back.





## UPCOMING PROGRAM AND SOCIAL EVENTS

April 11	12pm-2:30pm	Carson City	<b>F2F: Nevada Diversity &amp; Inclusion Summit</b> 401 South Carson St., Carson City, NV 89701 <a href="#">RSVP Here: Diversity &amp; Inclusion Summit</a>
April 11	1pm-2:30pm	Las Vegas Remote Broadcast	<b>F2F: Nevada Diversity &amp; Inclusion Summit</b> Nevada Donor Network – 2055 E. Sahara Ave, Las Vegas, NV 89104 <a href="#">RSVP Here: Diversity &amp; Inclusion Summit</a>
May TBD	5:30pm-7:30pm	Las Vegas	<b>Cocktails w/ the Chief</b> <b>Encompass Health</b>
May 22	5:30pm-7:30pm	Reno	<b>Networking Mixer</b> Bundox Bocce Lake Street, Reno, NV 89501 <a href="#">RSVP: Reno Mixer - Bundox Bocce</a>

## 2019 CALENDAR IN PROCESS

### SOCIAL MEDIA

By: Nicholas Carlisle



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.

The website, [Nevada.ACHE.org](http://Nevada.ACHE.org), is the hub of basic information regarding upcoming ACHE events including our meet the CEO events and Face-to-Face education sessions.

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.

### NATIONAL NEWS & ARTICLES OF INTEREST | Q1 2019

#### Fellow Status: Your Members' Next Step in Career Advancement

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Encouraging your chapter members to take the next step in advancing their careers by achieving Fellow status benefits their professional goals and the healthcare management profession as it demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field.

Fellow applicants who successfully meet all requirements by Dec. 31, 2019, including passing the Board of Governors Examination, will be eligible to participate in the 2020 Convocation Ceremony at the 2020 Congress on Healthcare Leadership.

## Complimentary Resources for the BOG Exam Available

For Members starting on the FACHE® journey to board certification and the FACHE credential, several resources are available. These complimentary resources include [quarterly Advancement Information webinars](#), designed to supplement other Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) or [Online Tutorial](#).

## Opportunity to List Your Postgraduate Fellowship

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. If your organization is offering a postgraduate fellowship, we encourage you to add it to ACHE's complimentary Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](http://ache.org/Postgrad). You may add a new listing or update a previous one at any time by completing the online listing form. The directory can help you gain exposure and start attracting top-notch applicants to your program.

**Questions?** Please contact Audrey Meyer, membership coordinator, at (312) 424-9308, or via email at [ameyer@ache.org](mailto:ameyer@ache.org), Monday through Friday, 8:00 a.m. to 5:00 p.m. Central time.

## ACHE Announces Nominating Committee 2019 Slate

The ACHE Nominating Committee has agreed on a slate for presentation to the Council of Regents on March 2 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 2. The 2019 slate is as follows:

### Nominating Committee Member, District 2 (two-year term ending in 2021)

Donald G. Henderson, FACHE  
President/CEO  
Central Florida Health  
Leesburg, Fla.

### Nominating Committee Member, District 3 (two-year term ending in 2021)

David A. Stark, FACHE  
President/CEO  
UnityPoint Health  
Des Moines, Iowa

### Nominating Committee Member, District 6 (two-year term ending in 2021)

COL Mark D. Swofford, PhD, FACHE  
U.S. Army

### Governor (three-year term ending in 2022)

Kurt A. Barwis, FACHE  
President/CEO  
Bristol (Conn.) Hospital & Health Care Group Inc.

### Governor (three-year term ending in 2022)

Brian C. Doheny, FACHE  
Associate Vice President  
Humana Inc.  
Louisville, Ky.

### Governor (three-year term ending in 2022)

Michael A. Mayo, FACHE  
Hospital President  
Baptist Medical Center Jacksonville (Fla.)

### Governor (three-year term ending in 2022)

Mary C. Starmann-Harrison, RN, FACHE  
President/CEO  
Hospital Sisters Health System  
Springfield, Ill.

### Chairman-Elect

Michael J. Fosina, FACHE  
President  
NewYork-Presbyterian/Lawrence Hospital  
Bronxville, N.Y.

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

Edward H. Lamb, FACHE  
Charles D. Stokes, FACHE  
Chisun S. Chun, FACHE  
Dolores G. Clement, DrPH, FACHE  
Carle-Marie P. Memnon, FACHE  
Stephen J. Pribyl, LFACHE  
Michael O. Ugwueke, DHA, FACHE  
Adam C. Walmus, FACHE

## ACHE Call for Nominations for the 2020 Slate

ACHE's 2019–2020 Nominating Committee is calling for applications for service beginning in 2020. 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 1 (two-year term ending in 2022)
- Nominating Committee Member, District 4 (two-year term ending in 2022)
- Nominating Committee Member, District 5 (two-year term ending in 2022)
- Four Governors (three-year terms ending in 2023)
- Chairman-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 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 qualifications for open positions that are listed in 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 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](mailto:jnolan@ache.org) and must be received by July 15. All correspondence should be addressed to Charles D. Stokes, 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 2019–2020 Nominating Committee will be held on March 5, during the 2019 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. 24.

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

#### **ACHE Call for Nominations for Regent-at-Large**

The ACHE Board of Governors is calling for applications to serve as Regent-at-Large in Districts 1, 5 and 6 beginning in March 2020. ACHE Fellows are eligible for Regent-at-Large vacancies within their district.

- District 1 consists of Canada, Connecticut, Delaware, Massachusetts, Maine, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont
- **District 5** consists of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, **Nevada**, Oregon, Utah, Washington and Wyoming.
- District 6 consists of the Uniformed Services/Veterans Affairs.

The goal of the Board of Governors in appointing Regents-at-Large is to diversify the Council of Regents. The purpose of the Regent-at-Large is to promote diversity in the governance of ACHE with respect to race, ethnicity, gender, religion, age, sexual orientation or disability. For further details, please refer to [ACHE's Statement on Diversity](#). The responsibilities of the Regent-at-Large—including suggested knowledge, skills and experience for the role—are included in the [position description](#). Appointments will be made by the Board of Governors in November 2019. Candidates should not directly contact members of the Board of Governors to request letters of support.

Fellows from Districts 1, 5 and 6 may apply to serve by sending a letter and resume (see specifications below) to Caitlin E. Stine, communications specialist, Division of Regional Services, at [cstine@ache.org](mailto:cstine@ache.org) and they must be received by Aug. 23. All candidates will be listed on [ache.org](http://ache.org) in the Membership section under the heading "Regent-at-Large Declared Candidates." Any candidate not listed by Aug. 30 should contact Stine immediately. If prospective candidates have any questions about the application process, they should contact Stine.

#### **Application specifications**

To be considered, applications must include:

- A statement, in the form of a letter, by the candidate that addresses his or her qualifications for the position, including the demographic characteristics, knowledge, skills and experience.
- A professional resume of education and work experience.

Candidates may include up to two letters of support for their candidacy. Letters of support may not be solicited from current members of the ACHE Board of Governors.

#### **Successful Partnership Celebrates 15 Years**

In 2004, ACHE began a partnership with local chapters to enhance the value of membership by providing service and value at the local level. During the past 15 years, the quality and number of programs and services provided by ACHE chapters have grown substantially.



“ACHE chapters are the core of our membership community,” says David A. Olson, FACHE, ACHE’s 2018– 2019 chairman and chief strategy officer of Froedtert Health, Milwaukee. “Chapters provide optimal learning and networking opportunities to the members they serve, as well as the chance to gain leadership experience.”

From the initial 60 chapters char- tered in February 2004, the number of chapters has grown to 78.

Territories encompass all ACHE members in North America. Following are some of the ways chapters have evolved and how ACHE supports their efforts.

***Providing educational and networking opportunities.*** Between 2005 and 2017, chapters have hosted more than 12,000 events for more than 600,000 attendees in convenient, local venues. ACHE Face-to-Face Education credit programs accounted for more than 3,500 of those events. In addition to education programs, chapters offer a variety of networking opportunities, community service projects and promotion of the FACHE® credential through individual recognition, study groups and preparation courses for the Board of Governors Exam.

Members are generally satisfied with the offerings of their local chapter. On the annual Chapter Member Needs Survey, respondents rate their level of satisfaction on a 5-point scale; in 2018, respondents rated their overall satisfaction at a mean score of 3.89. Nearly half (48 percent) of all members attend a chapter event during a year and most (86 percent) rate their experience as a 4 or 5.

***Supporting our volunteers.*** ACHE’s partnership with chapters would not be possible without the thousands of dedicated volunteers around the country who are engaged with their local chapter. Several thousand ACHE members have become involved locally by serving as a chapter officer, board member, committee chair or committee member.

ACHE supports and trains more than 200 chapter leaders annually through the Chapter Leaders Conference and through webinars on specific topics. The conference, held each fall, consists of rich learning opportunities, allowing chapter leaders to explore new ways to provide value for their members, such as developing creative education events and engaging senior-level executives. The attendees learn best practices, exchange ideas and gain inspiration from other chapters at the conference and through the webinars.

***Recognizing superior chapter performance.*** The Chapter Management and Awards Program ensures the delivery of high-quality services to ACHE members and other healthcare executives at the local level. The program provides chapter performance incentives, acknowledges outstanding accomplishments based on objectively measured results and recognizes top-performing chapters. This recognition reinforces the added value of chapter membership.

To be eligible for an award, chapters must reach levels equal to or exceeding the performance standards for educa tion and networking offerings, net membership growth, level of member satisfaction and advancement of eligible members. The performance standards are set annually by taking a three-year average of performance at the 90th percentile level for each standard.

The Board of Governors Award— the highest honor—is awarded to a chapter that meets all four performance standards, and was most recently won by Healthcare Executive Forum Inc., and Utah Healthcare Executives in 2014.

The Award for Chapter Excellence is awarded to a chapter that meets three of the four performance standards, and 11 chapters have won this award at least once since 2006. The Award of Chapter Distinction and the Award of Chapter Merit are awarded to chapters that meet two and one, respectively, of the four performance standards.

***Fostering mutual goals.*** A strong partnership between ACHE and its chapters is vital to ensuring the needs of all members are met. A major component of the collaboration is the Chapters Committee. It fosters discussion about the mutual goals of chapters and ACHE, explores strategies for meeting these goals and evaluates current chapter support programs and services.

The committee comprises up to 12 current and former ACHE Governors, Regents or chapter presidents. Six committee members must be current or former chapter presidents. Committee members are nominated by ACHE’s Chairman and confirmed by the Board of Governors for a three-year term.

### **Plans for the Future**

The relationship between ACHE and its chapters continues to strengthen as chapters provide more programs, products and services to their members at the local level, and as ACHE continually looks for ways to connect and serve as a trusted partner with the chapters. Based on feedback collected as part of the annual Chapter Member Needs Survey, ACHE will prioritize supporting chapters in several key areas:

- **Deliver new content.** ACHE will develop new and fresh topics and formats for education that allow more flexibility for chapters. This includes more current topics covered in ACHE Face- to-Face Education templates and an option for

chapters that cover a large area to offer up to 3 hours of Face-to-Face Education credit through panel discussions via live streaming video to remote/far removed locations within the chapter's territory.

- **Support recruitment and retention efforts.** ACHE will dedicate resources to help chapters make an impact on attracting new members to ACHE and retaining the current ones. For example, ACHE has provided three tool-kits dedicated to recruitment, engagement and retention strategies for chapter leaders to use.
- **Enhance communications support.** ACHE will provide direct support to chapters for creating and maintaining their websites. This support will help chapters promote upcoming events and include relevant information to their members.

ACHE also views chapters as a key partner in engaging with early careerists and physician and other clinical executives. ACHE will support chapters' efforts in providing innovative programs and services that involve these key groups for greater involvement at the local and national levels.

Spend some time getting to know what your chapter is offering in 2019. You will have numerous education and networking opportunities that will help you grow professionally and in ACHE.

## Advancing Diversity and Inclusion

Chapter and diversity and inclusion initiatives educate and engage members.

In alignment with ACHE's national strategies to advance diversity and inclusion and guidance from the Regents-at-Large, local chapters last year demonstrated their ongoing diversity and inclusion commitment through numerous programs and initiatives.

In 2018, the Central Illinois Chapter of ACHE received funding from the ACHE Grant Program for Chapter Innovation to partner with another organization to improve diversity and inclusion among its members through training and assessments. This included an educational event in May with a panel of experts on the topic of implicit bias.

The chapter worked with Kris Machajewski, president and CEO of YWCA Northwestern Illinois, after becoming well-acquainted with her work on implicit bias training and learning about the positive outcomes from her program. Machajewski participated in the Central Illinois Chapter of ACHE's panel discussion, which offered ACHE Face-to-Face Education credit.

Prior to the program, attendees took a confidential pre-test on implicit bias. Afterward, they were encouraged to re-take the test to see how much information they gleaned from the program and whether it impacted their own internal biases.

The chapter sent attendees a survey about the implicit bias panel and received positive feedback on the event. Chapter members who were unable to attend the panel had the opportunity to view a recording of the program on the chapter website.

For the event, the chapter curated a variety of diversity and inclusion resources—including a link to an assessment on internal biases—and posted them on the chapter website.

"Our hope was that this program would impact healthcare leaders' ability to recognize internal and systemic biases in areas such as employment and policy decision making, and that it will lead to increased minority executives holding leadership positions," says Dawna R. Menke, FACHE, president of the Central Illinois Chapter of ACHE.

Promoting diversity and inclusion in healthcare has been a longstanding focus for ACHE chapters. In 2014, each chapter signed a diversity statement outlining how the chapter would follow through on this commitment.

Diversity and inclusion strategies include ensuring the makeup of the chapter board represents chapter membership, conducting an annual diversity and inclusion educational program, appointing a chapter liaison to ACHE's diversity forums, and publishing diversity and inclusion articles in the chapter's newsletter.

Chapters also are establishing collaborative relationships with ACHE's diverse partner groups, organizations devoted to increasing the representation and professional development of diverse healthcare executives. The chapter connections build upon the "Better Together" collaborative work ACHE has developed with the diverse partner groups at the national level.

Highlighted below are examples of education programs and initiatives ACHE chapters have undertaken in the past year. These efforts helped increase awareness of how diversity and inclusion supports chapters' broader objectives and contributes to improved health for all.

Most programs provided members the opportunity to earn ACHE Face-to-Face Education credit or ACHE Qualified Education credit to support recertification and advancement to Fellow status.

### ACHE—MN Chapter

Presented the "Diversity and Inclusion" panel discussion for ACHE Face-to-Face Education credit.

## ACHE—Nevada Chapter

Presented its 2nd Annual Diversity and Inclusion in Healthcare Summit using two ACHE panel discussions: “Equity of Care” and “Fostering Inclusion of LGBT Patients and Employees.” Attendees earned ACHE Face-to-Face Education credit.

### ACHE of Greater Ohio

Presented the “Diversity in Healthcare Management” panel discussion for ACHE Face-to-Face Education credit.

### ACHE of North Texas

Presented the “Equity of Care” and “Diversity in Healthcare Management” panel discussions for ACHE Face-to-Face Education credit.

### ACHE of the Triad

Presented the “Fostering Inclusion of LGBT Patients and Employees” panel discussion for ACHE Face-to-Face Education credit.

### American College of Healthcare Executives of Central Florida

Presented a program on “Equity of Care.” Attendees received ACHE Qualified Education credit.

### Arizona Healthcare Executives

Presented the “Fostering Inclusion of LGBT Patients and Employees” panel discussion for ACHE Face-to-Face Education credit.

### Healthcare Leaders of New York

Presented the “Providing Culturally and Linguistically Appropriate Services” panel discussion for ACHE Face-to-Face Education credit as part of a one-day conference. The chapter also presented its 3rd Annual Diversity and Inclusion Leadership Award to Mount Sinai Health System for achieving the performance metrics identified by the Institute for Diversity and Health Equity and the American Hospital Association’s #123forEquity Pledge to eliminate healthcare disparities.

### Maryland Association of Healthcare Executives

Presented the “Diversity and Inclusion” panel discussion for ACHE Face-to-Face Education credit.

### Sandhills Healthcare Executives Forum

The chapter offered a panel discussion on diversity and inclusion as part of its 2018 Fall Forum. Attendees received ACHE Qualified Education credit.

### Honoring Chapters’ Diversity and Inclusion Efforts

Four chapters received the 2018 Regent-at-Large Award for Chapter Accomplishments in Diversity at the annual Chapter Leaders Conference in September.

These chapters actively demonstrated a commitment to and successful execution of significant diversity and inclusion initiatives within their chapter, community and the healthcare management field. They also encourage and support members of diverse communities to serve in leadership roles with the chapters and ACHE.

District 1: ACHE—NJ

District 2: Maryland Association of Health Care Executives

District 3: Central Illinois Chapter of ACHE

District 5: Utah Healthcare Executives

### ACHE’s Commitment to Advancing Diversity and Inclusion

At the national level, advancing diversity and inclusion remains a key part of ACHE’s Strategic Plan.

Visit [ache.org/DiversityandInclusion](https://www.ache.org/DiversityandInclusion) to learn more about ACHE’s Statement on Diversity, related policy statements and the Thomas C. Dolan Executive Diversity Program.

Also, explore the Executive Diversity Career Navigator ([edcnavigator.org](https://www.edcnavigator.org)), an online resource to inform and inspire healthcare executives at every stage of their careers.

## Article of Interest | Q1

### Three Steps for Engaging Healthcare Providers in Organizational Change

As healthcare organizations feel pressure to cut costs, reduce medical errors and adopt standardized processes and innovations, providers must give up some established and comfortable ways of working. Many view changes as clashing with patient care values. The following are three key ways managers can engage providers and connect innovation efforts to core motivations, passions and values.

#### Learn *why* staff think changes do not align with the existing culture and mission.

One medical practice CEO listened as managers explained employees’ concerns regarding quality care versus financial pressures, and the replacement of familiar processes and techniques. The CEO first recommended that the managers listen to doctors and staff to



understand the perceived misalignment between the changes and organizational values of the practice. The CEO then took steps, to reframe and strengthen the connection between innovations and the practice's core values to eliminate the perception of misalignment.

**Use data to engage and explain how to address the problem.**

Data and metrics can create an awareness of problems, a means to explore them, and a goal post to measure progress. One hospital leader ordered the collection of observational data regarding staff hand hygiene to change existing norms and routines and drive more hand washing. The collated data became an agenda item during the weekly staff dialogue. This not only kept the problem in the forefront, but also engaged employees in diagnosing the barriers and factors outside their control that made change difficult to implement. This combination of data, staff engagement and appealing to the mission of good patient care increased the handwashing rate from 45 percent to 82 percent in one year.

**Pay attention to the behaviors you reward and tolerate.**

As part of the same hand-washing initiative, the hospital system introduced a campaign empowering staff members, including clinicians, to remind each other—on the spot and regardless of level or status—to wash their hands. The change would not stick if it were exempt from this feedback. An administrator reminded physicians reacting negatively to feedback that the mandate was everyone's responsibility for patient health. During weekly huddle meetings, the CMO distributed gift cards as positive reinforcement to those who had reminded others of hand washing.

The status quo persists when unwanted behaviors at any level of the organization are tolerated. When leadership understands that ignoring one act of poor behavior can decimate the adoption of innovation, they may be more willing to hold difficult conversations with the highest-status employees in their organizations.

Seeking to understand staff perspectives, using data and holding all employees accountable will help providers understand how change can support, rather than contradict, the values they hold dear.

—Adapted from “[3 Steps for Engaging Health Care Providers in Organizational Change](#),” by Joan F. Brett and Margaret M. Luciano, *Harvard Business Review*, Oct. 18, 2018.

**Study Connects Work-Life Balance, Burnout and Safety Culture**



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>



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](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.mbership/credentialing/index.cfm](http://www.ache.mbership/credentialing/index.cfm) or the credentialing link off of ACHE's home page.

**Chapter Resources**

The Nevada Chapter is pursuing a 1.5 day Board of Governors exam prep workshop. Contact Bill Butcher at [williamrbutcher@gmail.com](mailto:williamrbutcher@gmail.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](http://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](http://bogcommunity.ache.org).