



**2019  
QUARTER 3  
SEPTEMBER**

## PRESIDENT'S MESSAGE



**Vick S. Gill, FACHE**  
**President, ACHE-Nevada Chapter**

ACHE Nevada Members,

I want to take the opportunity and thank you all for completing our annual ACHE survey earlier this year. Recently, we received the **2019 ACHE Chapter Member Survey** results and I'm proud to report that we **met the ACHE set goal for overall satisfaction with the chapter**. I appreciate you taking time to complete this survey and give us your thoughts on what we're doing right and what we can do better. I hope you will attend our annual Strategic Planning meeting on November 8<sup>th</sup> where we will discuss the survey in detail and all members are invited to attend.

There are many ways you can continue to participate in the chapter including volunteering for a committee or attending a social or educational event. Here are some of the events ACHE Nevada has coming up:

- **September 26: Networking Mixer at Laguna inside Palms Place Hotel**
- **October 4-5: Board of Governors Exam Review Course**
- **October 8: 2019 Healthcare Forum with Face to Face credits on Disruptive Innovation**
- **October 14-17: ACHE Cluster at Park MGM**
- **November 8: Strategic Planning Session and Chapter Board Meeting**

I also wanted to update the team on our participation at the **2019 Nevada Hospital Association Meeting**. **ACHE Chairman-Elect, Michael J. Fosina, FACHE** attended the meeting and spoke to members about the importance of ACHE as the preeminent healthcare leaders organization in county. ACHE Nevada also led a **Face-to-Face education panel on "The Future of Healthcare Financing"** with **Mason VanHouweling, FACHE** (CEO, University Medical Center), **Anthony Slonim, MD, FACHE** (CEO, Renown Health), and **Jason Bleak, FACHE** (CEO, Battle Mountain General Hospital). It was a vibrant discussion on state and federal changes in healthcare financing, consumerism in healthcare and quality based delivery models to improve quality and reduce costs.

The meeting's theme this year was "Resilience: Adapt, Survive & Thrive in an Evolving Industry". We heard from keynote speaker, **Jim Davidson**, who is a resilience expert, an expedition leader, and a New York Times best-selling author. Jim spoke on how to overcome change, challenge, and uncertainty through his personal, compelling and uplifting stories. We also heard from other speakers who helped us lead change and create cultures that support agility and innovation. Takeaway points were to find the bright points in your organization and replicate those to achieve success, find incremental gains in your organization which will turn bigger successes, and to empower those who you work with to find solutions to your organizational priorities.

The **2019 ACHE Chapter Leaders Conference is from September 23-24<sup>th</sup>** and I hope to bring back new and innovative ideas from other chapters in the country. I will be representing ACHE Nevada on a panel discussion on membership engagement because our chapter is one of the higher performing chapters in the country with regards to engagement. This is a tribute to everyone in ACHE Nevada for taking time to get involved in a committee, attending an event, and volunteering!

Finally, please check your inbox for an email from [elections@ache.org](mailto:elections@ache.org) to cast your vote in the **2019-2020 Council of Regents election**. Each member will receive a unique username and password in the email. **Cast your vote between now and October 4<sup>th</sup> for the Nevada Regent candidate** of your choice.

Please visit our website at [www.achenv.org](http://www.achenv.org) for more information or contact our **ACHE Nevada Administrator, Crystal Reardon**, if you have any questions.

Thank you for devoting your time and energy to promote our professional organization, improving health in the state, and educating the next generation of healthcare leaders.

-Vick



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

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

The ACHE - Nevada Chapter was pleased to participate in a ceremony on April 26 at UNLV honoring scholarship recipients in the School of Public Health and Healthcare Administration program. The scholarships were awarded by the Dean for the Healthcare Administration,

**Christopher R. Cochran, PhD.** Another highlight of the event was recognizing the recent accreditation of the School of Public Health under the leadership of **Dr. Shawn Gerstenberger.**

Engaging students is important for the ongoing growth of the chapter and, most importantly, it benefits and supports the next generation of healthcare leaders. Your ACHE - Nevada Chapter provided educational, graduate and undergraduate scholarships for six students for the academic calendar year in the healthcare program.

### **Nevada 2019 Legislative Session**

The 2019 Nevada legislative session in Carson City was another packed session. There were over 40 bills impacting hospitals and healthcare being worked through the legislative process. The Nevada Hospital Association (NHA) tracks and coordinates these bills representing hospitals across Nevada. Special thanks to Bill Welch, President of NHA and his team as they worked tirelessly representing the interests of hospitals and healthcare for our state.

### **SPOTLIGHT: Rod A. Davis, LFACHE**

As part of my quarterly update, I will be featuring an interview with emeritus healthcare leaders. These are leaders who are ACHE members or Fellows, with a wealth of wisdom and experience having served in leadership roles and contributed to ACHE through their involvement, leadership and role modeling. This quarter will highlight Rod A. Davis, LFACHE.

**Biography:** Mr. Davis started his exemplary career in healthcare at Intermountain Health in Utah. Starting in Information Technology, he was quickly recognized for his leadership skills, and took on a number of roles including COO, CEO and SVP. Upon completion of his master's degree, he arrived in Henderson, starting at the St. Rose Dominican, Rose de Lima campus in 1991. After 23 years, he concluded his career as Senior Vice President for the St. Rose market having oversight for the growth and expansion from one hospital to three and to a network of inpatient, outpatient, clinics and ambulatory health services.

#### **Your tenure at St. Rose and southern Nevada is unusual for a CEO. Why is that?**

*Certainly I have had other opportunities over the years but I stayed in Southern Nevada with St. Rose because I fell in love with the vision and mission of the Adrian Dominican Sisters. Our hospitals were founded by them and their commitment to healing has always inspired me. I have found in healthcare, a very talented group of people with a strong dedication to healing.*

#### **You have had a long and outstanding career in healthcare. What are some of the most important lessons you learned that you would like to share with ACHE chapter members?**

*You have to work hard and demonstrate you can contribute. Nothing is more important than the patient. Every patient no matter who they are should be treated with respect, with dignity and compassion. There is something intrinsically rewarding about being in healthcare because you are helping people who are in need whether in pain or worry or anxiety. We are here to help.*

#### **Your career path has been non-traditional, from IT to CEO. How did that happen?**

*Starting in IT, I worked hard on developing systems that were important to support the patient and the organization. As the organization integrated and expanded, I was able to engineer the expansion of the system to accommodate greater complexity. There was a CEO who saw something in me and expanded my role to include other support departments. I also completed my master's degree and took on clinical departments as well. When an opportunity presented itself, I had developed the background and demonstrated that I was capable of a larger role.*

#### **What is your greatest professional accomplishment and to what do you attribute your success?**

*The expansion of the St. Rose market. Having competent staff, acquiring the most current and cutting edge technology, and having the right blend of services are key to providing quality care. The relationships among doctors, nurses, therapists, support personnel and administration are the most important elements in running a successful medical operation.*

#### **What value have you found with ACHE membership?**

*ACHE is tremendously helpful for healthcare leaders. It is a resource for the many challenges faced in our complex healthcare system today. Accessing resources and participating with ACHE, you learn that you are not by yourself, but share and receive knowledge with others. It provides a foundation for education, professional growth and stability through the many changes that can come and go in our industry. It is a connection to the finest leaders in healthcare across the country.*

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

Colin McNerney	Morris Seligman, MD, FACHE	Veronica J. Bitume
Elgin Sampal	Tanya Dempsey	Rodley Ramirez
Sheila Poco	Kelly J. McCalla	Jewli-Ann Young
Sameer J. Mishra, BS	Dionesito Sael	Sydney C. Uyehara
Troy M. Helgerson	Jacob Brossett, BS	Brian Zevchak
Bridget Granja	Jocelynn King	Maj Gregory Kirkwood, FACHE
Jeffrey J. Lenar, Jr.	Monique V. Perez	Mitch Geiger
Eric Schmacker, PhD, FACHE	Hilla R. Ben-Shimon	Jennifer O'Toole
Tanya L. Freeman, FACHE	Leslie Kosak, MSN, RN	Jheverly Malabanan
Katie Grimm	Nancy S. Sor	

# Welcome

### 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.*

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

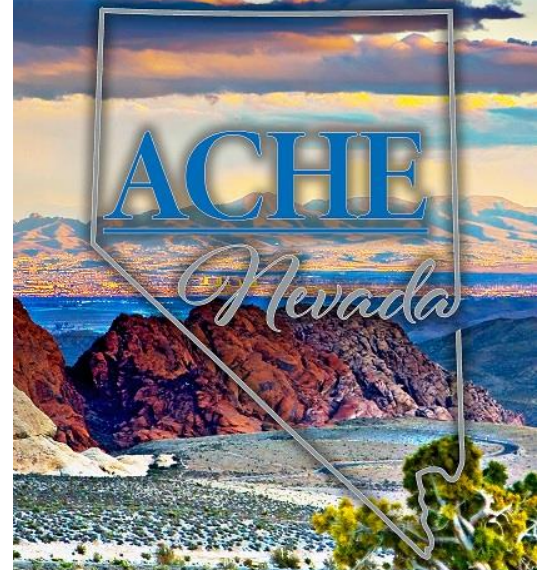
### Values

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*

## Recruit Your Non-Member Colleagues to ACHE

September is the perfect time to recruit new members to ACHE! **When your non-member colleague applies in September, ACHE dues are only \$160 for the remainder of 2019 and all of 2020.** Members may apply online at [ache.org/Join](http://ache.org/Join). Remember to use our [Recruitment Toolkit](#) outlining the benefits of membership to assist you. You also can contact our Membership Co-Chairs, Jacquie Cheun & Brett Lee, to request copies of ACHE membership materials to pass to colleagues.

## Now Accepting Candidates for 2020 Board Officers & Directors!

Send nominations to Crystal Reardon by September 30<sup>th</sup>, 2019.  
Election will be held early October!

**Don't forget to place your vote for Nevada Regent!**



## RECENT EVENTS



### Aviators' Networking Event & New Member Welcome

By Lisa Barnes

On July 25<sup>th</sup>, the Nevada Chapter of ACHE hosted a successful networking and new member welcoming event at the new **Las Vegas Ballpark** where members came out to unwind and enjoy watching our local minor league baseball team, the **Las Vegas Aviators**, play. In attendance were roughly sixty members of the Nevada Chapter, with a good mix of long time seasoned healthcare executives, new healthcare professionals, and student members. Fun filled events such as these allow for professionals in our healthcare industry to connect with their colleagues and take a break from the daily challenges of business.

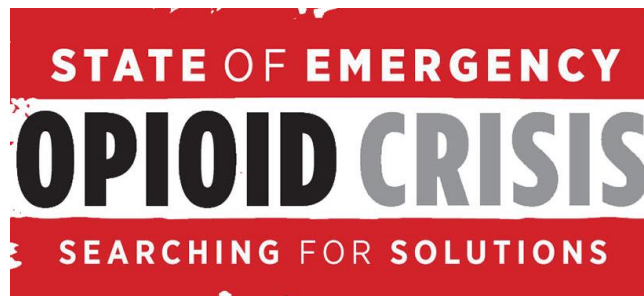


It was an excellent opportunity for our Chapter's newest members and student members to be introduced to current members to potentially build long lasting professional relationships.

### F2F: Healthcare Executive Role in the Opioid Crisis

By Jacquie Cheun, PHD

On August 7, our Chapter hosted a great Face-to-Face education event on opioids. **Katie Grimm**, CNO at St. Mary's Medical Center, moderated the discussion on how healthcare executives need to handle this crisis. The panel had **Morgan Green**, **Dr. Casey Keating** and **Aaron Flicke** all experts in their fields. Morgan discussed what state resources are available to providers. Dr. Casey Keating talked about best-practices in educating patients and prescribing opioids. This brought clarity in the roles of the provider and the hospitals' processes. Lastly, Aaron gave a detailed presentation on the State of Nevada Medical Board's process when providers have opioid abuse issues.



It was a well-attended event with over thirty members attending from both the North and South. We would like to thank Hometown Health and UMC for hosting this event and our speakers for presenting us with new resources.

### Nevada Hospital Association Annual Meeting

By Vick S. Gill, FACHE



ACHE Nevada participated at the **2019 Nevada Hospital Association Meeting**. We had the pleasure of having **ACHE Chairman-Elect, Michael J. Fosina, FACHE** attend the meeting and speak to members about the importance of ACHE as the preeminent healthcare leaders organization in county. He discussed the importance of membership growth, fellow advancement, education offerings and diversity for ACHE. He asked that I commend the ACHE Nevada Board and the entire membership on all the hard work we have done over the past few years to achieve the Chapter Award of Excellence. Only 2 chapters in 2018 and 6 chapter in 2019 received this award for chapter performance.



ACHE Nevada also led a **Face-to-Face education panel on "The Future of Healthcare Financing"** with **Mason VanHouweling, FACHE** (CEO, University Medical Center), **Anthony Slonim, MD, FACHE** (CEO, Renown Health), and **Jason Bleak, FACHE** (CEO, Battle Mountain General Hospital). It was a vibrant discussion on state and federal changes in healthcare financing, consumerism in healthcare and quality based delivery models to improve quality and reduce costs. Finally, a special thanks to HFMA for helping with the event and specifically **Liesl Barkley** and **Tim Myers**.



## Mentoring Mix Up – Operational Executives and Speed Interviews

By Sara Levinson



The Mentorship Committee hosted its second **Mentoring Mix-Up** for the program on August 29<sup>th</sup>. Mentees heard from a panel of operational senior leaders about their experiences throughout their careers. **Karen Rubel, CEO of Nathan Adelson Hospice, Greg Nainani, CEO of Desert Radiology** and **Joe Mount, Assistant Administrator at Spring Valley Hospital** answered questions about their early career and gave advice to mentees about how to navigate their careers in healthcare administration.

The second half of the Mix-Up included speed interviewing



for the mentees. Each mentee met with 3 separate mentors for 10 minutes each. The mentors asked the mentees some common leadership focused interview questions and provided feedback to the mentees on how to improve their responses. The event was fun, informative and overall a great success!

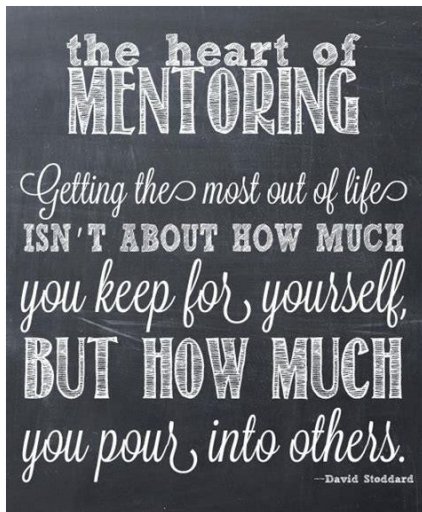


**Shout out to Nevada Donor Network for graciously hosting this event at your facility!**



## MENTORSHIP PROGRAM

By Sara Levinson



The Mentorship Program is a great place to meet executives who are willing to share their knowledge and experience to assist any new careerist in your journey. The Mentorship Committee will match you with an experienced healthcare executive who is a great fit for your desired career path in order to provide you with great advice.

When you join the mentorship program as a mentor or as a mentee, you gain involvement in many activities that will boost your career and provide networking opportunities. From interview practice and panel discussions, the mentorship program can help you gain the skills that you need to earn the position you desire for your career.

**The 2019 program closing celebration is scheduled for Thursday, November 7<sup>th</sup>. Location TBA.**

**Be on the lookout for the official email announcing how you can participate in the 2020 Mentorship Program.**

If you would like more information, contact [ACHEmentorshipNV@gmail.com](mailto:ACHEmentorshipNV@gmail.com)

### **Billy Neal (UNLV MHA Program & Mentee in the ACHE-Nevada Mentorship Program)**

The reason I wanted to participate the program was based on gaining more experience. Knowing professionals who are currently in the field, and who have been in my position before, would enable me to get helpful advice on how to succeed. My mentor, **Greg Nainani**, the current CFO of Desert Radiology, proved to be exactly who I needed to be paired with, as he has been more than helpful in transforming the way that I think about how I approach this line of work. Recently, I moved into a Supervisory position at my job, and Mr. Nainani has helped me on several occasions on issues that were new to me. Our first interaction was at a local downtown Las Vegas restaurant that he frequents. I didn't know what to expect when we first met, but he was very knowledgeable and helpful in configuring the best way for him to help me grow as a healthcare professional. During our first meeting we set up a list of criteria and expectations to be met during our following meetings. What I hope to get from the program would be more knowledge about healthcare leadership roles, learn how to go above and beyond for my employer, and to obtain possible networking opportunities in my field. Mr. Nainani has come through thus far on several occasions including the time he instructed me to go to ACHE Congress in Chicago, and to learn more about the HCA and their Fellowship program during a demonstration that was taking place. Doing this taught me about different opportunities, not only with HCA, but with other similar organizations, and it gave me a goal to strive for.

Getting the chance to meet Mr. Nainani, and to hear his professional advice has greatly enhanced my view of the ACHE and its place in the healthcare field. I am very happy with what I have experienced thus far and hope to be a part of the future events of our Nevada Chapter.

# UPCOMING PROGRAM AND SOCIAL EVENTS



## FREE NETWORKING MIXER!

ACHE Nevada Chapter invites you to a **FREE social networking mixer** at the **Laguna Pool Bar - The Palms Place September 26<sup>th</sup>, 2019 from 5:30 PM to 7:30 PM.** The social events are meant to connect healthcare leaders around Southern and Northern Nevada to network, discuss current healthcare topics, and most of all to relax with fellow colleagues. Hors d'oeuvres will be available at no charge provided by the ACHE Nevada Chapter. The Board members value your feedback to continually enhance the social events in the North and South. Based on your feedback this year, we are hosting at a new venue to identify new locations for the future. Hope to see you there!!

### Location:

Laguna Pool Bar – The Palms Place (6<sup>th</sup> Floor)  
4321 West Flamingo Road  
Las Vegas, Nevada 89103

<b>September 26</b>	5:30pm-7:30pm	Las Vegas	<b>Networking Mixer Laguna Pool Bar at Palm's Place</b> 4321 W. Flamingo Rd, 6 <sup>th</sup> Floor, Las Vegas, NV 89103 <a href="#">RSVP: Networking Mixer Laguna</a> Must RSVP with attendee's name
<b>October 4</b>	12:00pm – 5:00pm	Las Vegas	<b>Board of Governors Exam Review Course (12 F2F Credits)</b> UMC Trauma/CHNV 800 Hope Place 5 <sup>th</sup> Floor, Las Vegas, NV 89106 <a href="#">Register: BOG Exam Review Course</a>
<b>October 5</b>	8:00am – 5:00pm	Las Vegas	<a href="#">Register: BOG Exam Review Course</a>
<b>October 8</b>	7:00am - 6:00pm <i>Schedule will be available on website</i>	Las Vegas	<b>Nevada Health Care Forum Panel Discussion - Disruptive Innovation in Healthcare Delivery</b> Westgate Las Vegas Resort & Casino 3000 Paradise Road, Las Vegas, NV 89119 – Ballrooms B & C <a href="#">Register: Nevada Health Care Forum 2019</a>
<b>October 18</b>	7:15am – 9:30am	Reno	<b>3<sup>rd</sup> Annual Northern Nevada Women's Leadership Breakfast</b> The Grove – 95 Foothill Road, Reno, NV 89511 <a href="#">Register: NORTH Women's Leadership Breakfast</a>
<b>November 1</b>	7:30am – 9:00am	Las Vegas	<b>F2F: Managing For Morale – Effective Management (1.5 F2F Credits) Techniques to Retain Your Staff</b> Oquendo Center 2425 E Oquendo Rd, Las Vegas, NV 89120 <a href="#">Register: F2F Managing For Morale</a>
<b>November 7</b>	5:30pm – 7:00pm	Las Vegas	<b>Mentorship Program Closing Celebration</b> <i>2019 Mentorship Program Participants Only – RSVP with Crystal Reardon</i> Location TBD
<b>November 8</b>	3:00pm – 5:00pm	Las Vegas	<b>Strategic Planning Session / ACHE – Nevada Chapter Board Meeting</b> (All Members Welcome) UMC Trauma/CHNV 800 Hope Place 5 <sup>th</sup> Floor, Las Vegas, NV 89106
<b>November 21</b>	7:30am – 9:00am	Reno	<b>Breakfast w/ the Chief – Alan Olive, CEO MPH, MHA</b> Northern Nevada Medical Center – Sparks Medical Office Building 2385 E. Prater Way, Ste 309, Sparks, NV 89434 <a href="#">RSVP: Alan Olive, CEO</a>
<b>December 4</b>	5:30pm – 9:00pm	Reno	<b>Multi-Association Holiday Party (ACHE-NV, HFMA, HIMSS, MGMA) Lounge 250</b> 250 Evans Ave., 2 <sup>nd</sup> Floor of the Freight House SAVE THE DATE Details TBA
<b>December 5</b>	5:30pm – 9:00pm	Las Vegas	<b>Multi-Association Holiday Party (ACHE-NV, HFMA, HIMSS, MGMA) Sierra Gold</b> 6515 S. Jones Blvd, Las Vegas, NV 89118 SAVE THE DATE Details TBA
<b>December 5 - 6</b>	<i>Schedule will be available on website</i>	Las Vegas	<b>F2F Credits (ACHE National) Retooling for the Future in Healthcare Operations</b> Details TBA <a href="#">Register: Retooling for the Future in Healthcare Operations</a>

## Retooling for the Future in Healthcare Operations

Don't miss this new workshop, **Dec. 5-6**, in Las Vegas, designed to support your challenges in our changing healthcare operations environment and **earn up to 12 ACHE Face-to-Face Education credits**.

Join expert faculty, **Rod Brace, PhD** and **David James MD, JD** for this two-day interactive program to:

- Discuss healthcare's changing operational roles.
- Explore new skills needed for success in the dynamic healthcare field.
- Examine the inter-professional roles in healthcare operations, including the involvement of clinical leaders.

Register Today

Questions? Please contact ACHE's Customer Service Center, Monday through Friday, 8 a.m. to 5 p.m. Central time, by email at [contact@ache.org](mailto:contact@ache.org) or call (312) 424-9400.



## 3rd Annual Northern Nevada Women's Leadership Breakfast "How to Prep Yourself for Success"

October 18, 2019 - 7:15 am to 9:30 am

The Grove at SouthCreek  
95 Foothill Road, Reno, Nevada 89511

Join us for an exciting and informative discussion featuring a panel of successful leaders, as they share their experiences in this interactive discussion.

**Register Online:** <https://mgmanv.org/event-3447168>

**Registration (breakfast included):**

General: \$25.00; Participating Association members\* (see below): \$20.00

**Keynote Speech: Conversations to Open Doors in Your Career**

**Keynote: Jennifer M. Verive, Ph.D.** | Independent Management Consultant

**Panelists: Stacey Christensen** | Director of Healthcare Brand Strategy | Professional Office Services, Inc.

**Valerie Clark** | President | Clark and Associates

**Rhonda Hamilton, LPN** | COO | Silver State ACO

**Debra Herman** | Senior V.P. / Northern Nevada Region Manager | Nevada State Bank

**Shadi Martin** | Founding Dean | School of Social Work, University of Nevada, Reno

**Moderator: Kelly Simants** | Senior Human Resource Consultant | Nevada HR Team



TUESDAY, OCT.  
**08** 2019

## ONE DAY CONFERENCE



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SPONSORSHIP OPPORTUNITIES AVAILABLE

## ACHE NEVADA LAPEL PINS!

Come by one of our Chapter events to get your pin!  
*One per member*



# Member Spotlight



## Stacey Noonan

Vice President of Physician and Provider Relations/HCA Healthcare Far West Division

Number of years in your position: 7 Years

Alma Mater(s):

University of Florida (Go Gators!) for Bachelor of Science in Health Science

Roseman University for Master of Business Administration

Hometown: St. Petersburg, FL

*As the Vice President of Physician and Provider Relations for HCA Healthcare Far West Division, Stacey Noonan is responsible for designing and executing multiple corporate and divisional strategic growth initiatives and leads a team of 28 physician relations personnel for eight hospitals located in Las Vegas, Northern and Southern California.*

*A 12-year veteran of HCA Healthcare, Stacey has worked in various roles including strategy, business development and sales supporting facilities in Houston, California and Nevada. Stacey is a Florida native.*

*Stacey's current board memberships include Nevada ACHE and Southwest Airlines Advisory Council.*

*In her spare time, she enjoys spending time with her husband and her two daughters, yoga, traveling and attending concerts and of cheering for the Florida Gators and Las Vegas Golden Knights!*

**Why did you join ACHE and how long have you been a member?** *I have been a member of ACHE for 3 years. I joined because I wanted to connect with other Healthcare professionals in the greater Las Vegas area while also having access to the numerous educational resources that would allow me to continue to advance my knowledge of the industry and our local market.*

**What would you tell other professionals who have not joined ACHE as to the benefits of membership?** *As Healthcare professionals we are inherently passionate about helping others and finding solutions that positively impact many lives. ACHE allows you to work collaboratively with people who share your same passion for while helping to shape the current and future state of healthcare in your area.*

**What would your words of encouragement be to early careerists about pursuing healthcare leadership positions?** *Healthcare is undoubtedly one of the most complex and competitive industries to navigate and manage; it requires great stamina, nimbleness, adaptability and a desire to be a life-long learner. But in the end this is 100% a relationship business, engaging with, and providing for, your patients, staff, peers and your community should be at the core of your decision to enter healthcare leadership and remain the nucleus of your professional philosophy. Take a deep breath, hold on tight and enjoy the wild yet rewarding career that is healthcare leadership!*



## Keenan Underwood, CPA, MBA, FACHE, CHFP

Chief Financial Officer,  
Kindred Healthcare: Las Vegas & Seattle

Number of years in your position: 1; 8 within the company

Alma Mater: Florida A&M University

Hometown: Cleveland, Ohio

**Why did you join ACHE and how long have you been a member?** *I joined ACHE Nevada in May 2015, four years after I moved to Nevada. I joined because I wanted to broaden my healthcare operations background, to compliment my hands on healthcare management work experience and my financial background.*

**What would you tell other professionals who have not joined ACHE as to the benefits of membership?** *The benefits of networking with other healthcare management professions are invaluable. Networking helps accomplish goals outside the walls of your organization that you may have not have otherwise achieved. Another benefit is the ability to stay abreast on topics outside my subsector of healthcare through webinars, seminars, Congree, ACHE publications and other educational opportunities. A third benefit is giving back to those up-and-coming professionals. It's truly rewarding to share experiences and to guide the thinking of less experienced leaders as the experienced were once in their shoes. A fourth benefit is learning how to be the best at delivering customer service. We work in a service-based industry. Understanding and implementing the strategies that best deliver high quality customer service is pertinent to your organization's survival and giving our community what it needs.*

**What would your words of encouragement be to early careerists about pursuing healthcare leadership positions?** *Changes in healthcare breed opportunity to learn and make a difference in your organization and community. We have to ensure we have the right resources in place to accomplish the goal of managing our community's healthcare delivery. Becoming an expert in your current role before advancing is critical as this builds the base to your career. I often times rely on experiences realized early my career to make decisions on current day issues, as the topics may be different but concepts and applications are the same. Another bit of encouragement is to truly understand the relationships between the different organizations, systems, laws and people within healthcare. Healthcare is unique because of the complexity of the industry. Understanding these complexities and where your organization fits within the system will help you lead your organization.*



## 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.

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.

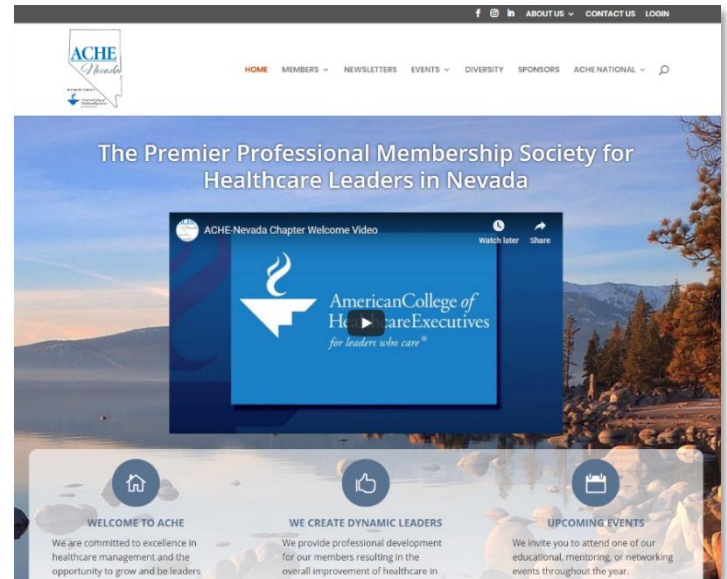
**Facebook** <https://www.facebook.com/achenevada/> is also a great outlet for chapter and upcoming event information and has many pictures of past events and current ACHE-Nevada leadership. Our Facebook page serves as the primary portal for chapter information as it sees the most amount of internet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

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

## NEW WEBSITE!

Our new chapter website is up and running! It has the looks, features, and intuitive usability that will carry the Chapter well into the future. Please note that the address has changed and the new URL is [www.achenv.org](http://www.achenv.org). If you have the old site saved in your bookmarks, please change it in your shortcuts or task bar as we are still waiting on ACHE National for assistance in redirecting the old site to the new one. Once corrected our old site will fall off and automatically direct you to the new one.

Our **Welcome Video** was also recently added to our website as well as our newly made **YouTube channel "ACHE Nevada."** Please take a moment to check out our Q2 Member Spotlights of **Matt Wadsworth** from Nevada Donor and **Jaime Campbell** from Silver State ACO. We will be doing new spotlights every quarter to give you some insight into the backgrounds and career progressions of your chapter colleagues. Quarter 3 spotlights will include **Stacey Noonan**, VP of Provider Relations for HCAs Far West Division and **Keenan Underwood**, CFO of Kindred Healthcare.



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. Thank you all for your continued interest and support!

## Follow the Fellowship Road!

By Paige Laughlin

For healthcare leaders, the **FACHE credentials** are highly respected. This is an indication of a leader's high competency, commitment to service, and recognition as an esteemed executive. FACHE illustrates a leader's ability to navigate the health care industry, provide back to their communities, and continue to expand on their knowledge and training as the landscape evolves.



Are you considering joining this premier group and working towards your Fellowship?

The following requirements must be met before qualifying to take the Board of Governors Exam:

- **Current ACHE Membership with three (3) years minimum tenure**
- **Masters or other post graduate degree**
- **You currently hold an executive healthcare management position and have a minimum of five (5) years executive experience**
- **Completion of 36 hours continuing education**
- **Participation in two (2) healthcare and two (2) community/civic volunteer activities**
- **Two (2) references**

We asked FACHE members in the Nevada Chapter to provide some words of wisdom to their peers that are interested in pursuing their Fellowship and sitting for the exam. Below are their key insights:

1. **Be patient.** It takes time and preparation to achieve, but you absolutely can.
2. **Do not underestimate the exam.** You will need to prepare for this, take advantage of the resources available including the practice exams and exam preparation courses.
3. **Track your learning events** to obtain credits. Utilize the ACHE profile to track these so you are not trying to remember all your activities when the time comes to apply.
4. **Take advantage of your local chapter:** both networking and for face-to-face credits. The Nevada Chapter offers many opportunities, including up to 12 credits a year!
5. **Seek a mentor:** an experienced leader can help you see areas of opportunity in your preparation.

The Nevada Chapter is offering a great opportunity to members that are preparing to sit for the Exam. On **October 4th and 5th**, ACHE - Nevada will be hosting a **Board of Governor's Exam Prep** with sessions from local experts. This is a great chance to not only get face-to-face credits, but also to prepare for the exam!

Click here to Register: <https://www.eventbrite.com/e/ache-board-of-governors-exam-review-course-tickets-70036319517>  
A special thank you to our FACHE members for their words of wisdom!

#### A Note from ACHE National:

Attend a Local Prep Course for the ACHE Board of Governors Exam

To help your chapter's members prepare for the Board of Governors Examination, ACHE has created a review course for delivery as a chapter event. Developed by nationally recognized subject matter experts, **BOG Exam Prep: Brought to You by ACHE and Your Local Chapter**, includes a thorough content review of the ten knowledge areas addressed on the exam, PowerPoint slides, practice test questions, and test-taking strategies.

The course structure mirrors the ACHE Face-to-Face Education approval process for offering credit through panel discussion templates. Local chapter members or other area subject matter experts serve as course faculty, and participants earn credits upon completion.



## NATIONAL NEWS | Q3 2019

### FACHE® Recertification: It's Never Too Late to Begin Planning

Earning the distinction of board certification in healthcare management as an ACHE Fellow is a great career accomplishment. Whether you are one of the many members set to recertify this year or within the next three years, you can get a head start now to maintain this prestigious credential.

To ensure that all Fellows maintain the integrity of the ACHE credentialing program, Fellows are required to recertify every three years. To continue demonstrating your professionalism, ethical decision making, competence, leadership and commitment to lifelong learning, please be sure to [recertify your FACHE](#) credential **by Dec. 31**.

Visit [My ACHE](#) to check your recertification status, including the current number of continuing education credit hours you have earned so far.

### Postgraduate Fellowships: Creating Future Leaders

Postgraduate fellowships contribute to the development of future leaders and provide tangible benefits to sponsoring organizations and the profession. The [Directory of Postgraduate Administrative Fellowships](#) gives sponsoring organizations the tools needed to develop a fellowship, including detailed resources on logistics, compensation and benefits, recruiting, onboarding and assessing candidates. Organizations that post opportunities in the directory increase their visibility for students seeking postgraduate administrative fellowships on a national level.

Whether you are an organization creating a fellowship, a student seeking a postgraduate administrative fellowship, or an organization ready to post or update a current listing, you'll find a variety of resources available at [ache.org/PostGrad](http://ache.org/PostGrad).

### Community Forums Enhance Members' Experience

ACHE members with affiliated interests can communicate, collaborate and advance through participation in one of four community groups. These groups include the [Asian Healthcare Leaders Forum](#), the [LGBT Forum](#), the [Healthcare](#)

[Consultants Forum](#) and the [Physician Executives Forum](#). Members can explore one forum or more for missions and benefits that align with their professional backgrounds and commitment to diversity and inclusion. Inform members in your area of these communities, and encourage them to join the ones that best meet their professional needs and goals.

Join for an annual fee of \$100 each, in addition to your ACHE membership dues. All benefits are accessible online and include a quarterly newsletter, an exclusive LinkedIn Group and special designation in ACHE's online [Member Directory](#).

### **Healthcare Consultants Forum Member Directory: Connecting Executives to Consultants**

The [Healthcare Consultants Forum Member Directory](#) offers a robust search functionality to help you identify a consultant who meets your needs. And if you are a consultant looking to gain visibility with decision makers, consider joining the [Healthcare Consultants Forum](#). The forum also offers resources tailored to a healthcare consultant's specific career development needs.

### **Local Prep Course Offered for the BOG Exam**

A new chapter-led review course is available to help ACHE Members prepare for the Board of Governors Examination. The course, titled "BOG Exam Prep: Brought to You by ACHE and Your Local Chapter," includes a thorough content review of the 10 knowledge areas addressed in the Exam, practice test questions and test-taking strategies. Participants may earn up to 12 hours of ACHE Face-to-Face Education credit when they complete the course. Members can contact their local chapter regarding an offering of the course in their area.

The course is also available as an ACHE [Choice](#) program. Contact Katherine M. Stack, FACHE, manager, program development, Department of Professional Development, at (312) 424-9304 or [kstack@ache.org](mailto:kstack@ache.org) for more information.

### **ACHE Joins a Partnership Focused on Improving Diagnostic Quality and Safety**

Did you know that inaccurate or delayed diagnoses are responsible for roughly 80,000 deaths per year in the U.S.? ACHE recognizes the importance of supporting improvements in diagnostic quality and safety in medicine, which is why we have joined the Coalition to Improve Diagnosis. The coalition is a collaboration of more than 50 leading healthcare organizations convened and led by the Society to Improve Diagnosis in Medicine.

For more information about the Coalition to Improve Diagnosis, visit [improvediagnosis.org/cid/](http://improvediagnosis.org/cid/). For more information about ACHE's leading for safety efforts, visit [ache.org/Safety](http://ache.org/Safety).

### **Planning for the Continuation of Your Career**

Whether you're starting a new position or planning for retirement, building a comprehensive approach is critical to achieving your goals. To help you drive long-term success in a new role, ACHE's [Onboarding Resources is a great place to begin](#). If you are nearing the end of your career, our [Encore Career Resources will help you](#) make sound intellectual, psychological and financial considerations. No matter where you are in your career, we remain devoted to your success. For more on these and additional tools, visit [ache.org/CareerResources](http://ache.org/CareerResources).

## **ARTICLES OF INTEREST | Q3 2019**

### **U.S. Medical Students Choosing Primary Care Specialties in an Eight-Year Decline**

Despite hospital systems and health officials citing the need for more primary care doctors, graduates of U.S. medical schools are becoming less likely to choose a specialization in this field.

According to the 2019 National Resident Matching Program—the nonprofit group that determines where medical students will study in their chosen specialties after graduation—the percentage of primary care positions filled by fourth-year medical students was the lowest on record. The 2019 report shows that of the 8,116 internal medicine positions offered, only 41.5% were filled. Family medicine and pediatrics reflected a similar trend. In fact, according to an analysis of historical Match data, the percentage of U.S.-trained physicians matched into primary care positions has declined since 2011.

Meanwhile, recent data from the American Association of Colleges of Osteopathic Medicine shows that medical colleges granting MD degrees graduate nearly [three-quarters of U.S. students](#) moving on to become doctors. The rest graduate from osteopathic schools that grant DO degrees. The five medical schools with the highest percentage of graduates choosing primary care are all osteopathic institutions, according to a 2019 [U.S. News & World Report survey](#).

Physicians trained at foreign institutions, including both U.S. and non-U.S. citizens, accept unfilled primary care residency positions as well. In the 2019 match, 68.9% of foreign-trained physicians went into internal medicine, family medicine and pediatrics.

Despite osteopathic graduates and foreign-trained doctors taking up primary care spots, a primary care physician shortage is still expected. In April 2019, the Association of American Medical Colleges [predicted](#) a shortage of between 21,100 and 55,200 primary care physicians by 2032.

Why the decline? One reason may be as simple as higher income. According to a recently published [Medscape survey of physicians](#), the annual salaries of internal medicine practitioners average \$243,000—a little over half of what orthopedic physicians bring home. Family medicine and pediatrics reportedly earn even less.

Another deterrent to choosing within the primary care field may be the time primary care physicians spend on paperwork and completing electronic medical records. According to the Medscape data, in 2012, 53 percent of physicians completed approximately 1 to 4 hours of administrative tasks per week. The 2019 report shows that the numbers have risen to 74 percent and about 10 hours per week.

Tellingly, only 62% of internal medicine doctors in the survey said they would choose to go into their specialty again; the lowest percentage on record for all physician specialties surveyed.

—Adapted from "[American Medical Students Less Likely To Choose To Become Primary Care Doctors](#)," by **Victoria Knight**, *Kaiser Health News*, July 3, 2019.

## Improved Communication Leads to Higher Patient Outcomes, Lower Readmission Rates

Aside from top-quality providers and the latest technology, what do the most successful hospitals have that others do not? The answer is clear and effective communication across all levels and areas of care. Effective communication is central to the patient experience and important for both short- and long-term episodes of care, but it is particularly critical at key transition points in care, most notably at discharge.

Collaborative communication across the care team is just as vital as direct communication with patients. In leading patient experience surveys the question “How well did hospital staff work together as a team?” is highly correlated with overall patient satisfaction. That correlation makes perfect sense. When patients receive clear, consistent information from every caregiver, they are more confident about what to both during a hospital stay and after discharge.

Communication in a hospital or other care setting is more challenging than in virtually any other industry. This complexity traces to a number of industry-specific issues, including a high number of unique transactions during and across care episodes; traditionally siloed work processes related to diagnosis and treatment; and longstanding hierarchical barriers among care teams. Clear, open communication builds trust, reduces confusion and increases patients’ confidence, which contributes directly to better outcomes and reduced readmission rates.

Following are three overarching strategies to help organizations change the way frontline staff think about communication:

**1. Create a culture of communication first.** To improve interactions, staff members have to understand what effective communication looks and feels like at all levels of the organization. Leaders must demonstrate best practices and reinforce communication as a priority every time they interact with staff and patients, through strategies such as organization-wide town hall meetings, attendance at individual departmental meetings and regular rounds at the frontline.

**2. Make it easier to communicate internally.** If an organization’s culture is one that encourages open, transparent communication, then providers will feel free to question and investigate discrepancies and gaps in information. While the latest comprehensive electronic health records facilitate information exchange, they don’t replace effective interpersonal communication, either among the care team or with patients and families.

**3. Fully embrace a customer-centric mindset.** With focused training and mentoring from managers, healthcare professionals can develop the communication skills that improve interactions with one another and with patients. An investment in improved communication practices and competencies is an essential part of improving not only patient experience, but also patient outcomes.

Ample research establishes that effective communication is essential to attaining better health outcomes. To be sure, changing both the culture of communication and the specific practices and tools used on the ground entails a significant organization-wide commitment, but the results will be well worth the effort.

—Adapted from "[How Better Communication can Improve Patient Outcomes and Lower Readmission Rates](#)," by Burl Stamp, *Healthcare Business & Technology*, Feb. 26, 2019.

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/newsletttr/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/newsletttr/Elevating\\_Leadership/index.cfm](http://www.ache.org/newclub/newsletttr/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](http://www.ache.org/membership/credentialing/index.cfm) or the credentialing link off of ACHE's home page.

**Chapter Resources** The Nevada Chapter is presenting 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).

**The Accidental Leader by Julie Taylor** *(Recommended by Lois Conley)*

<https://magazine.thestriveproject.com/issue/jul-sept-2019/the-accidental-leader/>



*Julie Taylor says the very best part of her day is visiting with employees and patients all throughout the hospital.*

I never set out to be CEO of a hospital. I actually had aspirations of beauty school in my younger years, as I always liked helping people feel good about themselves. As I look back, it's actually quite the head-scratcher.

I was not the kid who loved school, although good grades came easily. I wasn't active in student government and was painfully shy in front of crowds. I was your classic "nerd" with a small circle of friends. I couldn't wait to be finished with high school and take a year off to figure out what I wanted to do.

However, I had a scholarship that required starting college right away, so I enrolled under duress, taking a few basic classes and telling myself there was always next summer to slow down and make some decisions. But my heart was not in it and my grades showed, which is how a high school honor student ended up on academic probation her first semester in college.

I didn't study for my psych final and didn't show up for my sociology final because it was snowing. The bottom line was that I wasn't ready to go to college. I knew it when I enrolled, and in doing so, I wasted time and money in the process.

The experience has turned into a life lesson that I share with others today. The choices we make along the way will always affect our future whether we realize it at the time or not. No effort is a waste as long as you are moving forward!

A full-ride scholarship blown...now what?

As the daughter of a nurse and a social worker, one would think my path into healthcare would have been clear. I loved working with people and enjoyed making things better for others. From closets to hair, the "before and after" transitions were something I really enjoyed, and I still do.

When I landed my first job as a nursing assistant in a nursing home and got to do all of these things, I was ecstatic. I loved taking care of the residents. Getting them cleaned up, taking them to their meals and fixing their hair was a great day for me, and I came to love each one of them. After a full summer as a nursing assistant, I decided what I wanted to do...beauty school! Beauty school? Really?

Despite what others would see as obvious signs pointing to healthcare, I was oblivious. I was navigating the enrollment process for beauty school when I learned my best friend was going to LPN (Licensed Practical Nurse) school. I had never thought about that option, and had assumed I'd have to go to school for years to become a nurse. Yet here was a program I could complete in the same amount of time as beauty school. I enrolled and, by the end of the first week, I knew I had found my calling.

**LIFE LESSONS**

**Life Lesson #1**

Finding what you love to do makes it less like work, even in the toughest of times.

I found LPN school to be surprisingly enjoyable and easy. I was naturally inquisitive and found the topics interesting, so I had no problem investing time and energy in studying. The information was relevant to my areas of interest, which turned out to be people rather than their hair. As soon as I finished my LPN degree, I immediately went back for my Associate's degree in nursing. Several years later, I knocked out my BSN and two Master's degrees with that same passion — even while busy with a newborn baby and a more than full-time executive role.

**Life Lesson #2**

If you want to progress, you have to finish your education.

Interestingly, several of my promotions came before I completed my degrees. I was a hard worker, had decent people skills and was able to take projects to completion consistently, giving my supervisors confidence in my abilities. In a matter of a few years, I went from being responsible for one department to multiple departments, demonstrating an ability to work across department lines and finding ways to create synergy from even the most disparate of areas.

My next promotion came with a gift: I was able to go back to school at age 39 while pregnant with my daughter. For the next 36 months I gave up sleep, personal time and some sanity to do what I should have done years prior.

**Life Lesson #3**

Sometimes the truth hurts, but you need to hear it!

I was blessed to be surrounded by strong women who were willing to take the time to help me succeed. From hearing when I needed to “channel my energy” differently to receiving help with my communication skills, I was like a sponge and listened carefully. I remember clearly the time I was first told that I was an “interrupter.” I was horrified and didn’t speak for a week. I had never heard that before (except maybe from my husband), so I took the information to heart and did my best to correct it. I was grateful to have people around me who told me what I needed to hear, not what I wanted to hear!

#### Life Lesson #4

Every encounter contributes something.

We are all shaped by the people, circumstances and experiences we encounter. They form a tapestry that eventually blends into a beautiful blanket that has the power to provide warmth to others. Every interaction, no matter how big or small, shapes who we are and how we interact in the world today. Good, bad and ugly, they all matter and will impact us at some point in our future.

#### Life Lesson #5

Leaders without followers are just out on a walk.

When I heard this for the first time, it struck me like a bolt of lightning. It didn’t matter how smart or right I thought I was. If no one bought into what I was saying, it wouldn’t be possible, much less sustainable. Period. The “why” is the foundation of the “what” that drives the “how,” so if you want to inspire followership, you need to figure this part out fast!

#### Life Lesson #6

Life isn’t fair, and people’s perception of what is fair are different. No matter how you try, you can’t make everyone happy. This is a hard one for me in particular, as I always think there must be a middle ground somewhere.

#### Life Lesson #7

Everything happens for a reason. I believe our decisions are largely made for us and the path is usually obvious, but this doesn’t mean that the path will be easy nor will we necessarily achieve a desired outcome.



*Alaska Regional's "I Promise campaign" invited employees to get their photo taken and communicate their commitment to caring for patients and one another. Nearly 200 large posters with photos and promises adorn the walls throughout the hospital.*

#### Life Lesson #8

The more you give the more you get, and the “give” is better if it is NOT money!

#### Life Lesson #9

Don’t let perfect be the enemy of the good.

#### Life Lesson #10

If you do what is right, you will have an easier time remembering what you are doing. Ditto with telling the truth.

#### Life Lesson #11

Never turn down an opportunity to grow or try something new.

#### Life Lesson #12

It’s all about the “how.” You need to read your audience and be thoughtful about how your message, action or effort will be received if you want buy-in or support.

### **COMPASSIONATE LEADERSHIP**

I represent an industry that has an impact on people’s lives and wallets. Healthcare is intensely personal and conversations invoke an incredible amount of passion, especially when life and death consequences are a part of the dialogue. We have to find a middle ground between “I can’t afford it” and “I want it when I need it.” Everyone has a different answer as to what that middle ground looks like.

I feel the same pain. I am a mom, wife, sister, friend, neighbor and tax payer in addition to my role as a hospital administrator. It’s hard on all of us in every state of the union, not just Alaska.

There are no right answers, but there are plenty of choices, some of which people don’t want to hear. Finding a way to lay out the options in a politically correct manner and getting people to think things through objectively is definitely a challenge. It’s easy to take a position until that position impacts one of your most cherished loved ones.

Fast forward...2019

I remain in my sweet spot, working with people and finding joy in “fixing” things. I still love the before-and-after and take pride in being part of an industry that makes a difference in people’s lives. More than anything, I enjoy mentoring others and encouraging young leaders to take a chance on themselves so they can help lift others.

Your path can start in the most unlikely places. If you fall off the trail, get back on. Look back only to learn so you can move on and keep going forward. If you are upright and moving, you are lapping the person on the couch!