



DECEMBER
2019
QUARTER 4

PRESIDENT'S MESSAGE



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

ACHE Nevada Members,

As we close out another successful year for ACHE Nevada, we should all reflect on our successes as an organization and begin to focus on our opportunities moving into next year.

First, I would like to thank all the chapter members and board members who participated in our **annual ACHE Nevada Strategic Planning Session on November 8th at University Medical Center**. The team had a vibrant dialogue on our Chapter Member Survey and what we can do better to serve our membership. Look out for more **Face 2 Face education** events, **Meet the CEO** roundtables, and **Networking Mixers** in 2020!

Secondly, I would like to thank all those who participated in the **Board of Governors Review Course on October 5th at University Medical Center**. We had expert lecturers in the 10 subject matters tested on the exam and attendees received exam preparation material and 12 F2F credits. A special thanks to **Bill Butcher and Stacey Noonan** for organizing a great educational event! Become one of the **"best of the best" leaders in healthcare management** by earning the **FACHE credential**. Advancing to this level will elevate your professional status, provide recognition of your mastery of critical competencies and enable you to participate among a peer group of influential leaders who work with intention to elevate excellence in your profession. Look forward to **additional review courses by ACHE Nevada in 2020!**

I would also like to welcome the new officers, directors, and committee co-chairs of ACHE Nevada for 2020:

- Bill Butcher, FACHE (President)
- Matt Frye (President-Elect)
- Chris Nicholas (Vice President)
- Jacquie Cheun (Secretary)
- Larry Preston (Treasurer)
- Lisa Barnes (Director, Co-Chair Communications)
- Nick Carlisle (Director, Co-Chair Sponsorship)
- Andrew Chung, FACHE (Director, Co-Chair Diversity)
- Vick S. Gill, FACHE (Regent, Co-Chair Higher Education Network)
- Brett Lee (Director, Co-Chair Membership)
- Ron Loweke (Director, Co-Chair Program & Social)
- Stacey Noonan (Director, Co-Chair Certification)
- Bud Shawl, FACHE (Director, Co-Chair Sponsorship)
- Mason VanHouweling (Director, Co-Chair Mentorship)
- Chris Cochran (Ex-Officio, Co-Chair Higher Education Network)
- Amberly Diets (Co-Chair Membership)
- Joe Mount (Co-Chair Mentorship)
- Keenan Underwood, FACHE (Co-Chair Certification)
- Kelly Pajinag (Co-Chair Program & Social)
- Khanh Andersen (Co-Chair Diversity)

Special thanks to our **outgoing Board of Directors: Kurt Houser, FACHE, Jessica Hensler, and Todd Lefkowitz**. ACHE Nevada appreciates your service and thanks you for your time and commitment over the years!

Please visit our website at www.achenv.org for more information or contact our **ACHE Nevada Administrator, Crystal Reardon**, if you have any questions. She has done a tremendous job this year and we are **lucky to have her as part of the team**.

Finally, **ACHE Congress on Healthcare Leadership is March 23-26, 2020 at the Hyatt Regency in Chicago**. Registration is open and you can join ACHE Nevada at this annual event by going to congress.ache.org.

There is much to be grateful for and because of your hard work and determination, our chapter has been recognized as one of the highest performing chapters in the nation. I am confident our leadership team of officers, directors and committee co-chairs will keep the momentum going and take our organization to new heights. The future of ACHE Nevada is bright!

It has been an honor and privilege to serve as President of ACHE Nevada and if there is anything I can ever do for you, please don't hesitate to reach out.

-Vick



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

A Time of Change Fall brings welcome change. Change with the cooler weather, schools back in session, football, pumpkin pie, apple cider and fall colors. Researchers tell us we perceive change as positive when we believe we are in control of the change. Certainly change is best managed when we expect, plan and grow from it.

Our Chapter is Changing At the time of this writing, we will be electing a new president, we have a new Regent as well as committee chairs. We expected, planned for and welcome this change. It is a positive sign of growth as the talent, depth, commitment as well as membership numbers and participation in the chapter has increased.

The contributions of legacy chapter leaders such as **David Schweer, FACHE, Lawrence Preston** and outgoing President, **Vick Gill, FACHE** are well recognized. Their commitment in leading and sustaining the chapter go back decades to when the chapter was just starting. Accolades go to the dynamic committee chairs that have grown the social engagement, mentoring initiatives, fellowship training and construction of a new website reflecting the talent and diversity of new members and new leaders. A positive sign of change and growth.

Fall Chapter Leaders Conference - Reflecting Change I recently attended the Fall Chapter Leaders Conference. As healthcare changes, the diversity and network of leaders from broader aspects of healthcare delivery are being reflected. Once primarily acute care centric, leaders from post-acute, ambulatory centers, clinics, surgery centers, pre-acute preventative care and education are involved and reflect a continuum of health services we deliver to the communities we serve. The growth of physician administrators in all these areas is also evident and positive.

ACHE: Your Resource for Change It helps to have a resource for managing change. As healthcare leaders, we are implementing change, responding to, challenged by and being changed by forces moving in healthcare. ACHE has always been and will continue to be a resource to weather these changes leading at the forefront. I encourage you to become involved, participate, attend an educational session, networking event or consider fellowship - a true mark of professional excellence. Lead and grow the change.

Nevada Hospital Association Annual Meeting President **Vick Gill, FACHE** facilitated a panel presentation on behalf of the ACHE - Nevada Chapter at the annual Nevada Hospital Association meeting in September at Lake Tahoe. Thank you to Bill Welch, Nevada Hospital Association President for his collaboration and support of ACHE.

[CLICK HERE to view complete 2020 Congress brochure](#)

Congress on Healthcare Leadership
ache.org/Congress
 March 23–26, 2020
 Hyatt Regency Chicago

Connect With Over **4,200** Attendees
 Gain Insights From **367+** Expert Faculty
 Exclusive **Fellows Only** Access to Thought Leaders and Networking
 Personalize Your Schedule With **15+** Topic Areas
 Build Relationships at **MORE THAN 25** Networking Events
 Education and Networking Opportunities for Students **20+**
 Determine Your Career Path With **500+** Career Advisory Appointments

New to Congress 2020

- Boot Camps
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- 1-hour numbered seminars
- Women's Leadership Sessions
- AHA, AMA and AHIP Special Session
Industry Perspectives: The Current and Future State of the Healthcare Landscape
- Networking Roundtable Breakfasts
Executives-in-Residence/
Program Directors
Administrative Fellows
- Masters Series Sessions
Masters of Care Delivery
Masters of Health Equity
- Conversations in Safety in the Connections Center

Reserve Your Seat!
REGISTER HERE

Foundation of the American College of Healthcare Executives | Connected Inspired Empowered

Welcome to Our New ACHE-Nevada Chapter Members!

Jhazmin Agatep
Brenda R. Sanchez
Logan Berrett, MHA
Casey Lyn Domingo
Donald Young
John Fink
Ryan K. Tingey, FACHE
Charlotte J. Jacobs
Mila Masiuk
Isaac Nielson
Nandish A. Sheth
Christie T. Adams, BS
Amy Lee
Eileen Lin, MHA
Santosh Shedbalkar
Ionel Cornea
Gabriella Taylor

Margarita Salas
H. Hassanally, MHA
Rebeca L. Ibarra
Carl Balcom, FACHE
Judy Padilla, MPH
Hemen E. Tefera
Jerry L. Cade, MD, MBA
Austin Dekle
Josiah Gabriel
John A. Betancourt, MBA
Felisa Mandujano Torres
Judy Quiroz-Lafon
Nancy Apunda
Geoffrey C. Empey
Elisa E. Broyles
Talih Kadi
John J. Corria

Skylar Sathiyaseelan
Melissa Casas
Nikkie Manalac
Arlrose D. Atienza
Asia Augustin
Emily Davis
Danielle Plummer
Elizabeth Tuchman
Jared Hansen, JD
Oscar Delgado, MSW, MUP
Capt Abraham Araujo, MBA
Kevin Price, MBA
Christopher A. Sy
Cassietta Jefferson
Patrick C. Pieper
Chizaram Ajiri
Rachel Hajda

Welcome
168 New!
430 Total!

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.

Recruit Your Non-Member Colleagues to ACHE

Reminder to pay your 2020 dues and recruit new members to ACHE! Invite your colleagues to apply online at ache.org/Join. Use our **Recruitment Toolkit** outlining the benefits of membership to assist you on spreading the word.

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

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

Values

Integrity
Lifelong Learning
Leadership
Diversity and Inclusion



Mission To advance our members and healthcare management excellence.

ACHENV.ORG



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



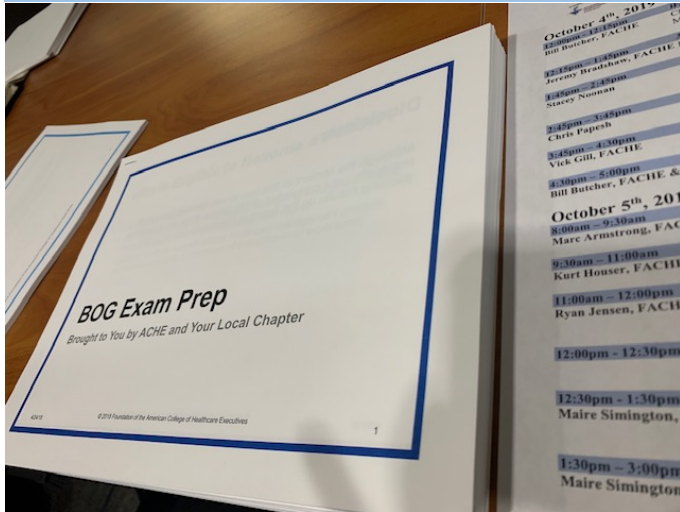
An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

RECENT EVENTS

Board of Governor's Exam Review Course



For the first time, ACHE-NV hosted a **Board of Governor's Exam Review Course** for prospective fellows and was taught by current Fellows in the Chapter. The two-day course, taking place on October 4th and 5th had 9 attendees who had nothing but great things to say about the program. The course was designed using official ACHE study materials provided and helped the attendees become familiar with exam content and format. On top of preparing the attendees for the exam, the course also qualified for 12 educational credits for ACHE.



We greatly appreciate everyone who took the time to help teach the different sections of the course! For those who participated this October and have yet to take the exam, we wish you the best of luck!

If you are interested in potentially attending a future prep course, contact the Certification Committee.



Nevada Healthcare Forum



On October 8th, the Westgate Las Vegas Resort hosted **the 12th Annual Nevada Health Care Forum** bringing together some of the largest healthcare groups in the state. The highlight of the conference, were the following speakers who were addressing this year's theme of, "Addressing the Impact of Health Care in a Changing World."

Stephanie Berry, Regional Director, State Affairs, America's Health Insurance Plans

Catherine M. O'Mara, JD, Executive Director, Nevada State Medical Association

Bill Welch, President and CEO, Nevada Hospital Association

Kassi Belz, APR, Vice President of Strategic Communications, P3 Health Partners

The event was well attended with 24 ACHE members, not including the members of other professional organizations who participated in the forum. As the premier healthcare event of the year, this was an incredible opportunity to hear industry leaders discuss the ever-changing landscape of the healthcare environment and provided excellent networking opportunities.

Be sure to follow the ACHE-NV social media pages to get information about next year's Forum as well!



[CLICK HERE to see highlights from the 2019 Nevada Healthcare Forum](#)

F2F: Managing for Morale

On November 1st, ACHE-NV held another face-to-face educational session on **Managing for Morale**. The outstanding panelists included **Andrea Davis**, CEO, WVC, **Kim Anderson**, CEO, Timpanogos Regional Hospital, **Donna Miller**, Regional Director, Las Vegas AMR & MedicWest Ambulance and was moderated by **Jessica Hensler**, COO, Valley Hospital. The panelists did a great job discussing many topics related to morale, including essential skills for managers, changes in management over the past few years, how to retain frontline personnel, and how to effectively fit coaching/mentoring into good management models. This was a great opportunity to learn from industry experts from a diverse set of backgrounds and experiences that truly highlighted the importance of taking steps to ensure employee morale is a priority of all healthcare leaders.



If you have any suggestions or recommendations for future face-to-face topics, contact the Program/Social Committee.

Annual Strategic Planning Session

UMC hosted **ACHE-NV's annual Strategic Planning Session** in their beautiful Meridian Conference Room on November 8th. Each year, the Board members, committee chairs, and members at large come together to discuss the end of the year metrics for the Chapter. These metrics guide the planning for the next year, aiming to improve what members identified in the Chapter survey as weaknesses and to continue to build on the strengths and opportunities already highlighted within the Chapter. The committee Chairs briefed the Board of their successes throughout the year and highlighted key goals for the next year's Chairs to potentially work towards.

The Nevada Chapter saw great growth in membership and social media engagement thanks to those respective committees, and the Certification Committee put on a great Board of Governor's exam review course. The Mentorship Committee saw an increase in the number of participants for the mentorship program and the Program/Social Committee went above and beyond in scheduling a wide variety of educational opportunities as well as fun networking mixers.

With the great feedback of the Chapter members in their surveys, as well as the dialogue at the planning session itself, ACHE-NV is in a strong position to continue to excel and grow. The new Chapter leaders taking their positions in the beginning of January have set their sights even higher to push the Chapter to be an even better asset for the members of ACHE.



*ACHE-Nevada Chapter
President, **Vick Gill**
presented
Jeremy Bradshaw,
with the
ACHE Recognition Award
for his service and
dedication within the
organization.*

Cocktails with the Chief: Alan Olive



On Thursday, November 21 the CEO of **Northern Nevada Medical Center**, **Alan Olive**, had hosted breakfast for ACHE-NV members. During this breakfast, Alan talked about why he got into healthcare. After his discussion on what drives him, there was a round table discussion to talk about everyone's why and how it shaped their experiences in healthcare. This discussion was thought provoking and organic. After the discussion, members of ACHE left inspired to continue their passion in healthcare. ACHE of Nevada would like to thank Alan Olive and his team for this opportunity.

Please watch your emails from ACHE-NV to learn more about the opportunities to meet the CEO from Programs Committee.

Holiday Parties

On December 4th in the North and December 5th in the South, ACHE-NV Chapter held its annual **Joint Association Holiday Mixer** in conjunction with HFMA, HIMSS, and MGMA. On top of acting as the end of year celebration for all of the healthcare organizations, the event also serves as a toy drive where this year the toys were donated to the **Nevada Childhood Cancer Foundation, Sunrise Children's Hospital, and Summerlin Children's Hospital.**

One of the largest events held each year, the mixer provided a great opportunity for the organizations to come together and give back to the communities we all work and live in. A special thank you to everyone who was able to bring a toy to donate! We look to increase the number of donations each year, so if you are able to next year, please consider attending and bringing a toy to donate to a great cause! With great food, drinks, and people to network with, this event is a great way to end the year and send off the ACHE-NV Chapter into the new year and new decade!



MENTORSHIP PROGRAM



On November 7th, ACHE-NV held its second annual **Mentorship Program Closing Celebration** at Bahama Breeze Island Grille. It was an amazing event that wrapped up a year of incredible mentorship in a relaxed setting. With great food and drinks, the mentors and mentees were able to interact with other participants of the program while trying a new location for events.

As the mentorship program continues to grow, the need for mentors is ever growing. If you are interested in becoming a mentor, or know someone you believe would be interested in being a mentor, contact ACHEmentorshipNV@gmail.com. For new mentees, be on the look out for the official email announcing how you can participate in the **2020 Mentorship Program**. Be sure to follow all of ACHE-NV's social media pages to keep up to date on future opportunities!

We greatly appreciate this year's mentors for giving so much to the future leaders in healthcare!



**ACHE NEVADA
LAPEL PINS
STILL AVAILABLE!**

One per member





Freda Ireigbe

Process Improvement Intern at Summerlin Hospital
Number of years in position: >1 yr
Alma Mater(s):
 Christian Faith School, Federal Way, WA
 Mercyhurst University in Erie, PA
 University of Nevada, Las Vegas, NV
Hometown: Seattle, Washington

As an early careerist in the healthcare industry, Freda Ireigbe began her healthcare journey as a Health Promotions and Administration Intern at the Tacoma-Pierce County Health Department and a Human Resource Intern at a community health clinic in Erie, Pennsylvania. Before graduating with her bachelor's degree in Public Health (minor in Business Administration) and completing her final year as a collegiate volleyball athlete, she landed a position as a Product Management Intern at Healthcare Management Administrators Inc. (HMA), which is a third-party health insurance firm in Bellevue, Washington. After beginning her graduate degree in Healthcare Administration and Policy last fall at UNLV, she became a Graduate Research Assistant at the Office of Research and Sponsored Scholarships (ORSP) and then she moved on to obtain an Office Assistant position at UNLV's School of Social Work. This coming January, Freda will be starting an internship at Summerlin Hospital as a Process Improvement Intern, where she will be utilizing Lean Six Sigma tools and methodology to improve throughput efficiency in the emergency room department. Before her December 2020 graduation date, she aims to continually network with like-minded healthcare professionals and expand her understanding of the healthcare industry.

Why did you join ACEH and how long have you been a member? *When I moved to Las Vegas a year ago, I joined ACEH because UNLV's HCASA organization had mentioned that it would be beneficial to become part of the association as an incoming MHA student. Little did I know, ACEH would provide me with the opportunity to network with like-minded healthcare professionals, obtain an amazing mentor, and seek career advice from successful individuals who were once in my shoes.*

What would you tell other professionals who have not joined ACEH as to the benefits of membership? *ACEH provides healthcare professionals with the opportunity to establish meaningful relationships and further understand the local healthcare landscape. Throughout this year, there were countless beneficial professional development and educational opportunities to attend. ACEH executive board continuously strives to enrich its members with numerous resources and networking opportunities that will help individuals at any level of their healthcare career proceed to the next stage of their career path.*

What would your words of encouragement be to early careerists about pursuing healthcare leadership positions? *Networking is a powerful tool! I would definitely encourage early careerists to never miss out on an opportunity to network at a local and national scale. Whether you desire to seek advice from someone who is on the same journey as you or a person you aspire to be one day, early careerists can learn a great deal by just engaging in a simple discussion with someone because it can lead to hidden opportunities!*



Greg Nainani, CPA, FACHE

Senior VP of Finance for Desert Radiology
Number of years in position: 10; 3 ½ years w DR
Alma Mater: University of Southern California, Marshall School of Business
Hometown: Laguna Hills, CA

Greg Nainani has over 25 years' experience in a mix of public and private organizations. Prior to joining Desert Radiology, he served as the CFO of the New Mexico Heart Institute. He previously served as the CFO of Physician Services in the Adventist Health system and as the Compliance Officer and Director of Financial Reporting for Mayo Clinic Health System—Albert Lea.

Mr. Nainani possesses an extensive background in financial strategy, revenue cycle management, and the Baldrige framework for quality. Mr. Nainani has over 250 hours of formal lean healthcare training and served an evaluator for the Minnesota Quality Council's Baldrige-based awards.

He holds a MBA from the University of Southern California, is a California certified CPA, and a Fellow of the American College of Healthcare Executives.

Why did you join ACEH and how long have you been a member? *When I transitioned to the healthcare industry in 2006, a senior colleague introduced me to the ACEH. Based entirely on his credibility and recommendation, I decided to join. A few years later, I earned my fellow designation.*

What would you tell other professionals who have not joined ACEH as to the benefits of membership? *Had I known how rewarding my involvement with the ACEH was going to be, I would have become a member years earlier! Simply joining the ACEH conferred certain benefits such as quality professional development experiences and networking with other thought leaders and subject matter experts. However, when I took the extra step to serve on the board of my then local chapter (the New Mexico Chapter), my membership became much more valuable.*

Serving on my local chapter required a fair amount of work, but it was immensely rewarding. I thoroughly enjoyed the friendships we fostered around our chapter service. Every meeting involved a salubrious dose of laughter and comradery.

When serving, you tend to participate in more events, gaining more knowledge and developing more relationships. In addition, you will have the satisfaction that comes from having improved your responsibility areas before handing over the reins to your successor.

In addition, most hiring managers will appreciate seeing your leadership experience with organizations such as the ACEH. It sends a signal that you are not complacent and you know how to collaborate with diverse leaders.

What would your words of encouragement be to early careerists about pursuing healthcare leadership positions? *A couple thoughts come to mind. First is to concentrate on your talents. We have a tendency to want to be good at everything, but that can deprive us of excelling with our gifts. You can always fill your team with people whose talents complement yours, so go nuts doing what you're good at and what you enjoy.*

My next thought is as suitable for early careerists as it is for experienced workers. Expect that career paths may not always be linear. Be prepared for detours and ask yourself how you can apply lessons or skills learned to your next position. There is no wasted role, step, or transition unless you choose to waste it.

SOCIAL MEDIA



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

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

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

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

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

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

Lung Force Walk



November was Lung Cancer Awareness Month. A few ACHE-Nevada members participated in the annual **Lung Force Walk** benefiting the American Lung Association on November 9th. This year's walk was held at Henderson Hospital and hosted by Sam Kaufman, CEO of Henderson Hospital.

Crystal Reardon, along with her family & friends on Team Gunny, raised \$820 in memory of her father Darrell Smith who passed away from lung cancer in 2015.

Lisa Barnes & Nick Carlisle walked in memory of his father, Gregory Carlisle.



COMING UP NEXT!
SCALE THE STRAT
FIGHT FOR AIR CLIMB | LAS VEGAS



FIGHT FOR AIR CLIMB

FEBRUARY 23, 2020 7AM

108 Floors! 1,455 Stairs!

Contact **Crystal Reardon** if you are interested in participating

Take the pre-screen test to see if you or a loved one are of high risk for lung disease.

<http://lungcancerscreeningsaveslives.org>

Early detection can help save lives!

Thank you for your continued support throughout the year!



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NATIONAL NEWS | Q4 2019

Let us Bring the Experts to You

[Choice](#) is ACHE's tailored professional development series designed to close competency gaps and meet individual educational needs within your organization. Choice programming offers professional development that is convenient and with a cadence that works best for your group. These programs, categorized in a meaningful way, focus on topics that affect executives and leaders in the healthcare field. During the planning phase, you have options for who, what, where, when and how programs are tailored. Additionally, every program is led by a respected ACHE expert speaker, facilitator or author possessing a real-world perspective.

Whether you are interested in hosting a single or multi-day program, or already have existing leadership development but want to enhance your programming, let us know. Visit ache.org/Choice or contact Catie L. Russo, program specialist, ACHE Department of Professional Development, at (312) 424-9362 or crusso@ache.org for more information.

Call For Proposals: Management Innovations Poster Session

ACHE invites authors to submit narratives of their posters for consideration during the 36th annual Management Innovations Poster Session to be held at ACHE's 2020 Congress on Healthcare Leadership. This is a unique opportunity for authors to share the innovative work their organizations are doing with other healthcare leaders.

We are interested in innovations addressing issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or physician satisfaction, implementation of EHRs, uses of new technology and similar topics. All accepted applicants are expected to be available to discuss their posters on Monday, March 23, between 7–8 a.m. Posters will remain on display March 23–25 at Congress.

Please go to ache.org/CongressPosterSession for the full selection criteria. Submit narratives as an email attachment to PosterSessions@ache.org by **Jan. 21, 2020**.

Encourage Your Members to Apply for FACHE®

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

The Board of Governors Exam is the final step on the journey to recognition. Applicants who pass the Exam and successfully meet all other requirements by **Dec. 31, 2019**, will be eligible to participate in the Convocation Ceremony at the 2020 Congress on Healthcare Leadership.

Access Complimentary Resources for the BOG Exam

ACHE offers complimentary resources for Members beginning the journey toward board certification and the FACHE® credential. These resources are designed to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning.

The [Board of Governors Exam Outline](#) is the blueprint for the BOG Exam. Every question on the Exam is associated with one of the knowledge or skill statements found in this outline. The [Reference Manual](#) includes a list of recommended readings, test-taker comments and study tips. Additional resources include a 230-question [practice exam](#) and [answer key](#).

[FACHE overview webinars](#) provide a general look at the advancement process. Participants will learn how the FACHE credential can earn them the distinction of being the best of the best in healthcare management. The webinars cover the requirements, application process, BOG Exam, study resources and maintenance requirements. Plus, participants have the opportunity to ask questions about the advancement process.

Additional resources designed to supplement other available study resources are available as well. These include the [Board of Governors Review Course](#), [Online Tutorial](#) and [Exam Study Bundle](#).

Recent Grads: Fellowship Opportunities at Their Fingertips

After graduating from a master's degree program, a postgraduate administrative fellowship can give students and early careerists the competitive edge needed to succeed in their career. A fellowship enhances existing skills in a low-risk setting and provides valuable exposure to the healthcare management field.

The [Directory of Postgraduate Administrative Fellowships](#) is up-to-date, easy to use and free. Recent graduates can use it to review and apply for fellowships around the United States that interest them. Each listing includes application deadlines, the program description and instructions on how to apply. In addition, a variety of other resources are available at ache.org/PostGrad.

Find New Opportunities With ACHE's Job Center

Did you know you can apply for healthcare management positions quickly and easily with [ACHE's Job Center](#)? This member-exclusive resource allows you to search through nearly 1,800 open positions across the U.S. based on preferences such as location and desired salary. We also have internships and fellowships available to help students and recent graduates navigate new opportunities. To gain more exposure to potential employers, all members have the option of posting a resume for review. To provide additional value, the Job Center offers a [Career Learning Center](#) to help you enhance your resume and leave a lasting positive impact during your next interview. To take advantage of these resources and more, visit ache.org/JobCenter.

ACHE Announces Nominating Committee 2020 Slate

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

The 2020 slate is as follows:

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

Peter J. Wright, FACHE
President
Bridgton (Maine) and Rumford Hospitals

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

Jayne E. Pope, FACHE
CEO
Hill Country Memorial Hospital
Fredericksburg, Texas

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

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

**Governor
(three-year term ending in 2023)**

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

**Governor
(three-year term ending in 2023)**

William P. Santulli, FACHE
Executive Vice President/COO
Advocate Healthcare
Oak Brook, Ill.

**Governor
(three-year term ending in 2023)**

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

**Governor
(three-year term ending in 2023)**

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

Chairman-Elect

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

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

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

Charles D. Stokes, FACHE
David A. Olson, FACHE
Chisun S. Chun, FACHE
Donald G. Henderson, FACHE

Carle-Marie P. Memnon, FACHE
David A. Stark, FACHE
COL Mark D. Swofford, PhD, FACHE
Michael O. Ugwueke, DHA, FACHE

ACHE Call for Nominations for the 2021 Slate

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

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

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

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

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

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

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

The first meeting of ACHE's 2020–2021 Nominating Committee will be held on March 24 during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 22.

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

ARTICLES OF INTEREST | Q4 2019

Shifting Perceptions of Change From Episodic Solution to Always-on Strategy

Healthcare leaders are grappling with unprecedented disruption, resulting in a greater need for agile, change-ready cultures. A change-ready culture accepts that change is constant and understands that success will not come from point-in-time solutions, but rather from meaningful, perpetual improvement. To create a change-ready culture, leaders must shift the organization's perceptions of change management from an episodic solution to an ongoing strategy that becomes part of the organization's DNA.

As traditional approaches to change shift, leadership practices must evolve to align with the organization's aspirations. By actively modeling desired behaviors, leaders reinforce the mentality required for changes to be successful. To cultivate an organization that is able to evolve continuously, its leaders should do the following:

- See change as a transformative competency. Recognize that change is continuous, and multiple changes must occur simultaneously. This requires a culture that accepts change as the norm and becomes so good at changing that it thrives during disruption.
- Focus on your mission. This is your "why" for transformation and needs to be clearly, compellingly and continuously articulated in order to engage key stakeholders.
- Hold employees accountable. Make it clear that adapting is not optional and reinforce this mentality through validation, coaching, rewards and recognition.

If the transformation employees are asked to take on are interpreted as overwhelming and complicated, it will make it harder for the changes to be adopted and sustained. Change should not feel impossible to achieve, and it does not have to require a significant amount of effort. Here are several essential steps:

- Establish a shared vision of transformation within your organization. This will help curb change-related stress and confusion regarding the way forward.

- Leverage data to create a high-level view of the organization. Rather than focusing on a broad problem, conduct an objective assessment and diagnose the challenges at hand with quantifiable data. Share these insights broadly to promote buy-in.
- Demonstrate why. After you build your strategy, share data with stakeholders to explain why changes are critical for reaching organizational goals.
- Identify advocates. Seek out individuals who will display model behaviors and encourage others to contribute to growth and sustainable performance. They can help determine who will be affected by change and how certain team dynamics may impede or accelerate progress.

Change within healthcare is no longer an option; it's a necessity for long-term viability. Make sure leaders make the essential mind shift, then build momentum for transformational capability.

—Adapted from "[Elevating Change Management: From Point Solution to Continuous Transformation](#)," by Tonia Breckenridge, Michelle Bright and Ryan McPherson, HealthLeaders, Oct. 14, 2019.



The one-stop source **exclusively** for ACHE members

ACHE-news is delivered to all members biweekly and features the latest ACHE news and resources, as well as an aggregate of current articles from leading publications. See link below.

<http://www.ache.org/newclub/newsltr/ENEWS/ENEWS.cfm>



The Professional Development Digest is delivered to all members biweekly and each issue features in-depth information about an upcoming ACHE program or event, a Career Corner that offers tips and resources and a calendar of upcoming face-to-face and online programs. See link below.

<http://www.ache.org/newclub/newsltr/pdd/pdd.cfm>

elevating leadership

Insights and Strategies for Healthcare Leaders

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

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

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

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

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

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

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

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

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

MEMBER RECOMMENDED ARTICLES

Recommended by Crystal Reardon

Living with a Cancer Diagnosis: Coping Strategies for a Better Quality of Life

Becoming educated about your cancer diagnosis will help you develop better coping strategies.

[November 2019 Volume 6 – Lung Cancer](#)

Patricia Simmers, MSN/Ed, RN, OCN Oncology Nurse Navigator, MountainView Hospital, Las Vegas, NV

You have just received the news from your physician that you have a diagnosis of lung cancer. You are stunned at hearing this diagnosis and do not remember or comprehend what steps come next.¹ A key step in understanding and living with the diagnosis of cancer involves becoming educated and informed regarding treatment options and symptom management. Incorporating what you know and learn about the disease will help you develop coping strategies leading to a better quality of life in dealing with this unexpected life event.²

During the time of your initial visit, it is important to bring another family member or close friend with you to the appointment. Bring a tablet and pen and write down all questions you want to know the answers to. Having family support during this visit is an important factor in helping you understand what the next steps will be in your treatment, because they can be a second set of ears in hearing the proposed treatment plan. Having such a plan in place decreases misunderstanding and empowers you as a patient by knowing your treatment options.

A combination of healthcare professionals will be involved in your care. They include a medical oncologist, thoracic surgeon, radiation oncologist, pulmonologist, nurse practitioners, oncology nurses, social workers, nurse navigators, case managers, and your primary care physician. It is important you are comfortable with asking questions and discussing treatment options with your multidisciplinary cancer team, as they are instrumental in ensuring you receive the best possible care.

Questions you may have include: What caused my lung cancer? What are the types of lung cancer? How do doctors diagnose it? Can I get a second opinion? What treatments are available? Are there clinical trials available to treat it? What is my prognosis? What questions should I ask of my oncologist? What resources are available to help me with decision-making.³

Causes of lung cancer are not always known. Examples of risk factors include history of smoking, exposure to second-hand smoke, asbestos exposure, and inherited or genomic mutations. Lung cancer is divided into 2 classes: non-small cell lung cancer and small cell lung cancer. Non-small cell lung cancer has subtypes based on the histology of the tumor: adenocarcinoma, squamous cell carcinoma, and large cell carcinoma.



HOW COMMON IS LUNG CANCER IN THE UNITED STATES?

224,390 people will be diagnosed in 2019

615 people every day

ONE PERSON EVERY 2½ MINUTES.

LCFA Lung Cancer Foundation of America

Initial diagnosis is made after obtaining a biopsy of the tumor. This biopsy is done in one of several ways: CT-guided lung biopsy, bronchoscopy, endobronchial ultrasound, or navigational bronchoscopy. The information obtained from the biopsy will provide a clinical stage for the tumor. Depending on the size and location of the tumor, you will then see a thoracic surgeon to discuss removal of the tumor by surgery. Upon lung surgery completion, the tumor will be measured and tested for molecular mutations, such as *KRAS*, *EGFR*, *ROS1*, *BRAF*, as well as PD-L1 expression. These markers are important for the treating oncologist to know because of treatment options, such as immunotherapy and oral chemotherapy agents, being available to treat patients with 1 of these mutations.

If you are unsure of your initial diagnosis and wish to seek a second opinion, most insurances will cover the cost. Please check with your insurance provider first before seeking a second opinion to make sure it is covered. In general, a second opinion is covered to confirm your diagnosis, determine if the cancer has spread, gain perspective from specialists with varied expertise, and give you confidence on how to move forward with your treatment plan.

Treatments available to treat lung cancer include surgery, which may include any of the following: wedge resection (a portion of the lobe is removed), segmentectomy (1 or more segments of the lobe are removed), and lobectomy (complete resection of the lobe of the lung).⁴ The surgeon will also remove lymph nodes from the lung and chest to check for cancer cells. Radiation therapy, chemotherapy, immunotherapy, and targeted therapy are also used to treat lung cancer, depending on the size, location, and molecular profile of the tumor. Cancer treatment today involves personalized care dependent on the type of tumor, its genetic characteristics, and the National Comprehensive Cancer Network guidelines. Patients with cancer are involved in the decision-making of their treatment plan and are sometimes provided more than 1 option to choose from. Physicians discuss at length options for treatment so patients will be informed regarding risks and benefits of the therapy they choose.

Clinical trial participation is available for patients with lung cancer. If you are interested in taking part in a trial, you and your doctor can have a discussion regarding the possibility of this option as part of your treatment plan. Clinical trials can offer many patients the ability to receive innovative cancer treatments that have shown promise in prior research. Options for clinical trial participation are based on the type and stage of lung cancer you have and your overall physical health. Safeguards are in place to protect participants; there are risks and benefits to participating, and you can withdraw from a study at any time.³

Do not be afraid to ask questions of your doctors and other healthcare professionals. If you do not understand something, please ask for clarification. Bringing a family member or trusted friend with you to an appointment can help you deal with feelings of hopelessness and provide you with emotional support and a second set of ears. Be cautious about what you read on survival statistics. Find a doctor you trust and feel comfortable with. Participate in activities outside your home, such as a support group or exercise groups at the neighborhood gym. Be aware of community resources available to assist you, such as the American Cancer Society and the American Lung Association.

Remember you are not alone, and knowing more about your disease will make you better equipped to understand and determine your treatment path.

Lung cancer resources include:

- American Cancer Society – www.cancer.org
- American Lung Association – www.lung.org
- American Society of Clinical Oncology – www.cancer.net
- Lung Cancer Research Foundation – www.lcrf.org
- National Cancer Institute – www.cancer.gov

