



President's Message



Jeremy Bradshaw, FACHE
President, ACHE-Nevada Chapter

The Nevada Chapter of the ACHE has experienced significant growth and momentum as we close out first quarter 2018. We have increased participation and have gained new members. Based on your suggestions from the 2017 strategic planning session we have created new committees and have redesigned others to provide maximum benefit to our members. The Mentorship Program is a first for the Nevada Chapter and has engaged students and early careerists, as well as seasoned executives. ACHE-Nevada continues to provide members with networking opportunities and education. A special thanks to each of the committees who continue to advocate for ACHE within the community.

ACHE-Nevada Chapter was recently recognized at Congress for winning the Award for Chapter Excellence by meeting three of the four performance standards. We also received the Award for Sustained Performance for meeting at least one of the four performance standards for three years in a row. Congratulations to each of you and thank you for starting 2018 on the right foot!

Regent's Message



Teresa M. Conley, FACHE
Regent for Nevada

Supporting the Next Generation of Healthcare Leaders

As healthcare leaders and professionals, one of our responsibilities is to mentor and develop the next generation of leaders. Preparing others to take the reins in our rapidly changing industry is no small task. ACHE can be a resource to seasoned leaders and to up-and-comers.

As an ACHE member, a resource called "CareerEDGE" is available to both new and seasoned leaders. CareerEDGE offers career planning and management to guide in the development of leadership skills. This is done through a variety of means including skills assessment, executive coaching, mentoring programs, interview skills, resume writing and critique. It has been said, 'if you don't know where you are going, anywhere will get you there.' CareerEDGE is a resource in knowing where you want to go and managing your decisions and moves to attain your goals and dreams. Take a minute to review CareerEDGE on the ACHE website.

Another program I encourage for your consideration is the Summer Enrichment Program. ACHE has entered into a strategic alliance with the American Hospital Association's Institute for Diversity in Health Management (IFD) to co-promote the Summer Enrichment Program (SEP), which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The SEP places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations across the country. Host sites are needed. As a SEP host site, healthcare organization benefit from having an energetic, young professional onsite for 10 weeks who can focus on substantive projects. The financial commitment by a host site is \$7,200 which includes payment for the intern and an administrative fee to find and match an intern to the organization. For more information, access: https://www.ache.org/policy/IFD_Summer_Enrichment_Program.cfm

Higher Education Network – UNLV Program in Health Administration

We are working closely to support the accreditation of the UNLV Program in Health Administration under the leadership of Chris Cochran, PhD. UNLV is the designated Higher Education Network (HEN) for ACHE in Nevada. We participate as the community resource and support for their work towards accreditation. Surveyors conducted a site visit in October which went well and was considered an excellent review for a first time program. Chris and team are very encouraging about prospects for accreditation and will have final results in May.

Here's to 2018

Finally, as we in Nevada reflect on the tragedy of October 1. The response by the healthcare community, from every hospital, first responders and citizens across the Las Vegas valley give reason for immense pride. We look forward to 2018 for peace, prosperity and hope for the future and New Year.

#VegasStrong!

Congratulations to our new Fellows!

Stephanie Lim, FACHE



New Fellow recognition at ACHE Congress

Welcome to our new ACHE-Nevada members!

Stephanie Ashman, MD
Jamie Baldemor
Lisa M. Barnes
Jason B. Farnsworth
Matthew J. Graves
Katie Grimm
Mitch Harper
Jana M. Ingram
Jessica Jose
Capt Joshua Monroe
Matthew P. Satre
Adam J. Wagner
Lorena Zepeda-Wade



Recent Events

ACHE-Nevada hosted the first Networking Mixer of the year on March 15th at Parkway Tavern. Networking events provide great opportunity for professionals to connect with others in the same or desired career field. The mixer was well attended with a total of 70 members and UNLV students. Students were educated on the benefits of ACHE and encouraged to become members. The mixer also invited the Mentorship Program's mentors and mentees to have their introductory meeting in a casual setting.

Quarterly mixers are planned to be scheduled throughout the year.



Upcoming Spring 2018 Events

- April 19 11:30 Meet the CEO (Las Vegas), Saj Pullarkat, Centennial Hills – 1st Floor Meeting Rooms 1-2
- April 20 7:30 Revenue Cycle Management, MGMA and NVHIMA, (Reno). Renown Regional Mack Auditorium
- April 24 Value based Healthcare, Jason Woods DaVita, HIMSS, (Las Vegas) – Contact NV HIMSS for info
- May 3 MGMA Annual State Meeting (Reno), Silver Legacy Resort – Go to www.mgmanv.org for more info
- May 4 12:00 ACHE Face to Face Sessions, Organ Donation & Telemedicine (Las Vegas), NV Donor Network
- May 19 Joint Association Charity Golf Tournament (Reno) – Red Hawk Golf Course, Spanish Springs
- May 23 8:00 Meet the CEO (Las Vegas)- Nathan Adelson Hospice - Carole Fisher
- May 29 7:30 Meet the CEO (Reno) Renown - Tony Slonim, Renown Regional Mack Auditorium
- June 12 CIO Panel, Nevada HIMSS (Las Vegas)
- June 14 Meet the CEO (Las Vegas) Southern Nevada Health District - Dr. Joseph Isher
- June TBA Meet the CEO (Reno)
- June TBA Las Vegas Networking Mixer- Panevino (Tentative)
- June 23 HFMA 51s Game (Las Vegas), Cashman Field
- June 24-27 HFMA National Annual Conference (Las Vegas) - Venetian/Palazzo/Sands Expo – hfma.org

Mentorship Program

An integral component of any executive's career is intentional and sincere mentoring. The ACHE – Nevada Chapter recognizes the important role a mentor can have on an up and coming healthcare executive and accordingly has created a Mentorship Committee.

The Mentorship Committee was created to help provide developmental support for our members and has successfully matched 25 mentees with 20 mentors. The Mentorship Program encourages a professional and personal relationship that will bring continued success for both participants.

Those looking for mentors or to serve as mentors at all levels from students and early careerists to mid and late careerists and senior executives are welcomed to participate. Please contact Crystal Reardon at crystal.reardon@hcahealthcare.com for more info.

ACHE-Nevada Chapter Receives Award for Chapter Excellence!

<http://www.ache.org/chapters/chapterawards2018.pdf>

The ACHE – Nevada Chapter was one of only two chapters to receive one of ACHE's highest chapter awards for achieving three of four chapter standards in 2017. David Schweer, FACHE, Immediate Past Chapter President, received the award for the chapter at the MacEachern Luncheon at ACHE's Congress on Healthcare Leadership on March 27th.



ACHE-Nevada Chapter Board and Committee Chairs





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 below 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.

National Promotion - Exam Fee Waiver

Now is the perfect time to apply for Fellow status in ACHE. When you submit your completed application by June 30, 2018, along with the \$250 application fee, ACHE will waive the \$200 Board of Governors Exam fee pending application approval. The waiver will be valid for six months after your application has been approved.

Chapter Resources

The Nevada Chapter is pursuing a 1.5 day Board of Governors exam prep workshop. Contact Bill Butcher at 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.

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.

6 Key Healthcare Trends to Watch in 2018

At the start of 2018, the healthcare industry is on the cusp of more significant change, according to a recent Health Affairs Blog post. Highlighted below are six trends to be on the lookout for.

Insurance Market Stability, With Some Exceptions

The healthcare reform strategy of Republicans going forward will likely be to focus on the states, granting them waivers to experiment with insurance programs and expand Medicaid coverage. That said, healthcare leaders are viewing 2018 as a year of greater insurance market stability. On the other hand, bad debt continues to climb, which means some healthcare leaders still face major financial threats.

Renewed Focus on Value-Based Care

CMS will likely continue to ramp up the Medicare Access and CHIP Reauthorization Act of 2015 that incents clinicians to take risks with alternative payment models. Private sector actions also appear to be expanding and accelerating the value-based payment movement, disrupting the status quo.

Continued Rise of Consumerism

To ultimately succeed, health leaders realize that they need to, above all else, excel at attracting and engaging patients, families, caregivers, and consumers. More and more, providers will work with patients, families and caregivers to develop approaches to more actively manage their health and healthcare.

Embracing Standardization and Waste Reduction

Healthcare leaders have a larger and more urgent financial imperative to identify and isolate wasteful practices, cost outliers and the root causes for inefficiencies. These efforts will rely heavily on having accurate and actionable data and analytics.

Increased Drug Market Competition

Congress and the FDA will continue to explore new initiatives designed to unleash more competition that can moderate drug price trends. Efforts could include developing more generics where competition is lacking, streamlining the generic drug approval process, eliminating loopholes that prevent the introduction of competitor drugs and promoting biosimilars.

Data Warehouse Growth and Strides in Interoperability

While providers wait for new interoperability provisions, they continue to build data warehouse systems, enhance data analytics, and train their workforce on IT-related competencies.

—Adapted from “[What To Watch In Health Care In 2018: Six Key Trends](#),” by Susan DeVore, Health Affairs Blog, Jan. 29, 2018.

CIOs Rank Most Overhyped IT Innovations

When it comes to emerging technologies, not every innovation will make their mark on healthcare in the long run. For instance, CIO members of the College of Healthcare Information Management Executives ranked blockchain technology as the most “overhyped” IT trend in a recent CHIME study, Healthcare IT News reports. Although blockchain technology aims to improve data integrity and advance data security, 48.2 percent of CIOs fail to see its transformative potential. Other “overhyped” trends, according to the survey, include:

- Cloud computing (23.2 percent)
- Machine learning (7.1 percent)
- Natural language processing (7.1 percent)

Instead, many healthcare organizations are focusing on trends that can make a tangible, positive impact. According to 50 percent of the CIOs surveyed, these promising innovations include Fast Healthcare Interoperability Resources and application programming interfaces. Additionally, 14 percent of CIOs said their organization has launched a dedicated IT innovation center and 25 percent said their health system has formed a partnership focused on innovation with a healthcare IT startup.

—Adapted from “[FHIR transformative, blockchain overhyped, CIOs say](#),” by Mike Miliard, Healthcare IT News, Jan. 19, 2018.

ACHE National News

Check Out ACHE’s Enhanced Executive Coaching Directory

ACHE’s Career Resource Center is pleased to bring you an enhanced version of the Executive Coaching Directory. Executive coaches offer personalized support to individuals pursuing professional growth. While ACHE is not endorsing the firms or individuals listed, we hope that our directory accelerates your research process as you assess the qualifications, practice methods and fees of an array of executive coaches. Not only does this upgrade provide a better experience for members seeking executive coaches, the coaches promoting their services benefit as well.

The new platform features include:

- Enhanced search capabilities for members seeking an executive coach. You can now search coach profiles based on location, area of expertise and more!
- Improved profiles, including the listed coaches' website, social media outlets and a professional headshot.
- Advanced technology that provides members and coaches with a more user-friendly experience.

Check out the [Executive Coaches Directory](#) today! If you have questions or need assistance, please contact us at coach@ache.org.

ACHE Senior Executive Program

ACHE's Senior Executive Program is designed for senior-level C-suite healthcare executives who strive to become visionary leaders. Past participants have included vice presidents, health system leaders, COOs, CMOs, CNOs and CFOs who aspire to become CEOs. The program's locations and dates are as follows:

- Chicago (June 11–13)
- San Diego (Aug. 20–22)
- Orlando, Fla. (Oct. 29–Oct. 31)

The Senior Executive Program is tailored for senior leaders, providing them with an opportunity to gain skills in decision making, problem solving and team building. Participants explore crucial topics impacting the healthcare environment, how to lead an organization to success and ways to achieve lifelong learning goals. Enrollment is limited to 30 healthcare executives, and participants must attend all three sessions. A limited number of scholarships are available for qualified individuals. For more information, contact Catie L. Russo, program specialist, in ACHE's Division of Professional Development, at (312) 424-9362, or visit ache.org/SeniorExecutive.

ACHE Executive Program

ACHE's Executive Program is designed for the next generation of healthcare executives who strive to excel in management and achieve organizational excellence. Past participants have included mid-career executives or administrative directors, service-line leaders and department heads. The program's locations and dates are as follows:

- Chicago (June 11–12)
- San Diego (Aug. 20–22)
- Orlando, Fla. (Oct. 29–Oct. 31)

The Executive Program is tailored for mid-level managers, providing them with an opportunity to assess their skillsets in order to develop stronger leadership capabilities and prepare them for change within their organizations. Participants explore a wide range of topics essential to their professional career growth and their healthcare organization's advancement. Enrollment is limited to 30 healthcare executives, and participants must attend all three sessions. A limited number of scholarships are available for qualified individuals. For more information, contact Catie L. Russo, program specialist, ACHE's Division of Professional Development, at (312) 424-9362, or visit ache.org/Executive.

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

The Board of Governors Exam fee waiver promotion for ACHE Members to save \$200 when they submit their Fellow application will take place between March 1 and June 30, 2018.

[Eligible members](#) must submit their completed Fellow application, \$250 application fee and [meet all requirements](#)—including the three years of ACHE membership tenure and five years of executive-level healthcare management experience—by June 30 in order to receive approval to take the Board of Governors Exam. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee.

ACHE's Leader-to-Leader Program

When you share the value of ACHE membership with your colleagues through encouraging them to join or advance to Fellow status, you can earn points to obtain rewards such as a gift certificate toward an ACHE education program, a polo shirt, a backpack tote, a water bottle and an umbrella. If you sponsor three or more Members who successfully achieve Fellow status, you can even be entered into a raffle for a free registration to ACHE's Congress on Healthcare Leadership.

Each time a person joins ACHE or advances to Fellow status and lists your name as a sponsor on the application, you earn a point. The more points you earn, the more rewards you can receive. Points expire on Dec. 31 of the year following when they were earned (e.g., a point earned on Jan. 1, 2018, will expire on Dec. 31, 2019). You can check your available points and discount program coupon codes in the My ACHE area of ache.org. To ensure colleagues reference you, [referral cards are available](#) that you can pass out so you receive the credit you deserve.

When you help grow ACHE, you make a strong statement about your professionalism and leadership in the healthcare field and also strengthen the organization.

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

ACHE Member Communities Enhance Membership Experience

ACHE offers four community groups that align with our members' professional backgrounds and commitment to diversity and inclusion. Make members in your area aware of these communities and encourage them to join one or more that meet their professional needs and goals (pending they meet the requirements).

ACHE Forums: [Asian Healthcare Leaders](#) | [LGBT](#) | [Healthcare Consultants](#) | [Physician Executives](#)

Sign up today: Join or renew one or more of these groups for an annual fee of \$100 each in addition to your ACHE membership dues. All benefits are accessible online and include a newsletter, an exclusive LinkedIn Group and special designation in ACHE's online Member Directory.

Share Your Professional Announcements

Improve your visibility in the healthcare field and build your professional brand by sharing career updates with ACHE. Have you started a new job or been promoted recently? Are you planning to retire? Let ACHE know for a chance to be listed in the "On the Move" section of Healthcare Executive magazine! All you have to do is email the job title, organization and location of both your former and your new job, as well as a high-resolution headshot, to he-editor@ache.org.

ACHE Call for Nominations for the 2019 Slate

ACHE's 2018–2019 Nominating Committee is calling for applications for service beginning in 2019. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, District 2 (two-year term ending in 2021)
- Nominating Committee Member, District 3 (two-year term ending in 2021)
- Nominating Committee Member, District 6 (two-year term ending in 2021)
- Four Governors (three-year terms ending in 2022)
- 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.

All correspondence should be addressed to Edward H. Lamb, chairman, Nominating Committee, c/o Julie Nolan, and the applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and received by July 15, 2018.

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. 25.

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.

2018 Fund for Healthcare Leadership

On behalf of the Fund for Healthcare Leadership, we thank all of our generous supporters for their commitment to ACHE's mission to advance our members and healthcare management excellence. Over 2,800 outstanding individuals and organizations have joined our growing list of leaders who care. Among that distinguished group, Catholic Health Initiatives (Kevin E. Lofton, FACHE), John M. Hauptert, FACHE, HCA, John J. Lynch, III, FACHE, Memorial Hermann Health System (Charles D. Stokes, FACHE), Navicent Health (Ninfa M. Saunders, FACHE) and New York-Presbyterian (Michael J. Fosina, FACHE) opted to make an even bigger impact on the future of healthcare by committing to a major gift in 2017. Your commitment helps the Fund for Healthcare Leadership provide scholarships for ACHE's Senior Executive and Executive programs, as well as back the Thomas C. Dolan Executive Diversity Program. The Fund looks forward to more opportunities for outreach in 2018.

2018 Premier Corporate Partners

ACHE's 10 Premier Corporate Partners play a vital role in supporting ACHE's vision of improving health, including the creation of a culture of safety. These corporations provide funding that helps ACHE develop relevant, timely programming, career resources, enhance networking opportunities, and provide additional educational lectures at our Clusters and special programs. Through their support, the Premier Corporate Partners are fostering innovative solutions to the challenges healthcare leaders face and helping to transform healthcare through the delivery of safe, effective and efficient care. By partnering with ACHE, these companies are clearly demonstrating their commitment to supporting ACHE's patient safety initiatives and supporting your growth as a leader in an era of transformative change.