



## President's Message



**Jeremy Bradshaw, FACHE**  
**President, ACHE-Nevada Chapter**

As we look toward the end of 2018, I have taken the opportunity to review the past year. We have made tremendous progress in the ACHE-Nevada Chapter thanks to each of you. If you recall, in November 2017 we participated in a strategic planning session to identify how we could further grow as a chapter. You provided meaningful suggestions, such as the mentorship program.

To date, 51 of us have participated in the program either as a mentor or mentee. We have asked questions, offered advice, and formed relationships that will last beyond the formal close of the program. If you aren't currently participating, I would encourage each of you to join the program for 2019.

To measure our chapter progress to our 2017 goals we recently conducted the 2018 Chapter Member Needs Survey. We are pleased to see continued improvement in chapter engagement. Here is a snapshot of the results compared to prior year:

- Survey response rate increased by 7% (7% above the national average)
- Overall satisfaction increased 7% (11% above national average)
- Attendance at chapter events increased 21% (18% above national average)
- Satisfaction with chapter events increased 7% (7% above national average)

These improvements are a direct result of your desire to learn, network, and grow. We thank you for your continued engagement and look forward to a strong end to 2018!

## Regent's Message



**Teresa M. Conley, FACHE**  
**Regent for Nevada**

**Some things never change....**

The cost of healthcare services continues to drive monumental changes in the industry. One example is emergency department (ED) services. Not long ago, the only place to obtain urgent care and emergency services was the hospital ED. Today, choices abound including urgent cares, micro-hospitals, teledocs, minute clinics, free-standing EDs and expanded primary care offices. While hospitals continue to be providers of acute care services, other options have become available, convenient and less costly for emergency and urgent care needs. The same can be said for surgery as Operating Rooms move into Ambulatory Surgery settings. Future forecasts are that there will be fewer acute care

hospitals. Many systems are developing a network of integrated care delivery services with attention to outpatient and primary care. While acute and tertiary services will continue to be in the mix, growth is most evident in outpatient arenas.

While some things change, others remain timeless. Regardless of the setting, delivery of healthcare is still a human to human interaction and calls for providers and leaders that are focused on quality patient care and healthcare excellence. Education and development of healthcare leaders is more relevant than ever before. For the past 85 years, ACHE has and continues to be an anchor and resource for the education, development, research and ethical foundations of healthcare professionals amidst a rapidly changing healthcare industry.

### **CareerEDGE**

ACHE members can access a resource called CareerEDGE. CareerEDGE offers support for career planning, values assessment, skills, job fit and career management. Self-guided tours are available on the website. The most value from this resource, however, comes for an assisted tour, mentoring support and review of assessment results. I am currently completing training on the system to support Nevada Chapter members and students with CareerEDGE. There will be more to come as I complete the training in the next 8 weeks.

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

The role of the Regent is to support the designated higher education network (HEN) colleges and universities with graduate and undergrad programs in Health Administration. UNLV's program in Health Administration is the designated HEN for ACHE in Nevada. The program is under the leadership of **Christopher R. Cochran, PhD**. Dr. Cochran has diligently worked the last several years to obtain program accreditation from the Commission of Accreditation for Healthcare Management Education (CAHME). This is a hallmark for any program. Accreditation from this national accrediting agency helps to ensure quality and program consistency. The CAHME only accredits prestigious and selective healthcare administration programs based on strict professional guidelines.

*Congratulations Dr. Cochran and the UNLV team in obtaining CAHME accreditation and for elevating the education in Nevada!*

### **Nevada Hospital Association Annual Meeting**

Many of you have joined me at the Nevada Hospital Association Annual Meeting in Lake Tahoe, on August 28-30. I hope you had the opportunity to listen to the ACHE sponsored panel presentation during lunch on Wednesday, August 29. The topic was Behavioral Health and we put together a stellar panel.

## **Welcome to our new ACHE-Nevada members!**



Renardis Banks	Lucy Gesundheit	Mike Magera	Michele Tarantino
Charles Benninger	Shane Gesundheit	Ryan Mandell	Martha Tokos
Jana Elliot	Blaine Guinn	Amy McCombs	Ian Wayman
Lyle Engler	Kurt Gunther	Louis Mendiola	Hung Wu
Douglas Geinzer	Terry Houston	Megan Pagni	Kris Zierolf

## **Recent Events**

Thank you to all who attended our August Meet the CEO event. Over 20 attendees (and many new faces!) gathered at Southern Hills Hospital to support ACHE-Nevada Chapter and network with other healthcare professionals to listen to CEO Adam Rudd talk about his career path and how a degree in industrial engineering led to a career in healthcare administration. Afterwards, Adam answered questions and provided advice on diversity in the workplace and promoting a culture of safety and patient satisfaction. Special thank you to Adam for sharing your experiences and your expertise.

## MENTORING MIX UP

By AJ Wagner

This past August, the ACHE Nevada Chapter hosted a mentor mix-up event at Nevada Donor Network. As a current mentee, I was excited for the opportunity to meet other mentors and current leaders in healthcare. A panel of industry leaders in Human Resources, including Sara Levinson, HR Director at the Nevada Donor Network, and Wayne Cassard, HR Market Director for the Valley Health System, discussed important and current issues facing human resources in healthcare. The panel also included Jeremy Bradshaw, CEO at MountainView Hospital and Nevada Chapter President, and was moderated by Matt Wadsworth, Vice President of Clinical Affairs at the Nevada Donor Network.



The opportunity to listen to the expert panel was great, but we also had the opportunity to prepare questions ahead of time to be answered. Not only did they answer important questions, but I had the amazing opportunity to sit down



and have one-on-one discussions with many other leaders. Having the opportunity to speak with different people from a variety of healthcare backgrounds is important for students and early careerists as it exposes them to the different opportunities in healthcare. During the speed mentoring section, I personally got to meet with a VP of physician and provider relations, and two directors from different companies. There were many other people I unfortunately did not get the opportunity to meet, but the event was truly a worthwhile experience that I would recommend to anyone.

### Meet the Administrator: Greg Griffin, Chief Operating Officer – Optum Care

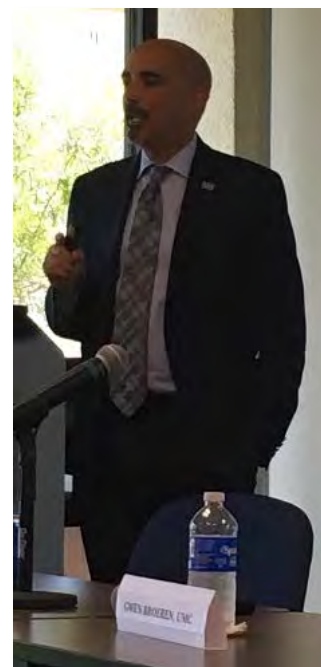


### Face-to-Face Education Session: Telemedicine, Organ Procurement



### Meet the CEO:

### Joe Ferriera, CEO – Nevada Donor Network



## Upcoming 2018 Events

We look forward to seeing you at the events below!

<b>September 13</b>	5:00pm – 8:00pm	Las Vegas	<b>Southern Nevada Networking Mixer</b> PWY Tavern – 980 W. Flamingo Rd., Las Vegas, NV 89147 <a href="#">Buy Ticket: Southern Mixer</a> (Non-Members Welcome)
<b>September 21</b>	7:30am – 9:00am	Las Vegas	<b>Face-to-Face Education (1.5 Credits)</b> <b>Session: Employing Social Media to Build Customer Satisfaction and Community Outreach</b> Desert Springs Hospital – South Magna Conference Room 2075 E. Flamingo Road, Las Vegas, NV 89119 Reno Remote Broadcast RENO: Renown Regional Medical Center – Sierra 101 Conference Room 1195 Mill Street, Reno, NV 89502 <a href="#">Register Here: Face-to-Face - Social Media</a>
<b>October 4</b>	8:00am – 5:00pm	Las Vegas	<b>Face-to-Face Education (3 Credits)</b> <b>2018 Nevada Minority Health and Equity Coalition Impact Summit</b> Nevada State College – Rogers Student Center 1300 Nevada State Dr., Henderson, NV 89002 <a href="#">Register Here: Diversity Summit</a>
<b>October 5</b>	5:00pm – 8:00pm	Reno	<b>Meet the Administrator – Sandra DeLeon, FACHE, CMPE, MSHA, MSW</b> SpineNevada – 5310 Kietzke Lane, Suite 104, Reno, NV 89511 <a href="#">FREE RSVP - SpineNevada</a>
<b>October 9</b>	See Link for Session Schedule	Las Vegas	<b>Nevada Health Care Forum</b> Enclave Events Center - 5810 S. Eastern Ave., Las Vegas, NV 89119 <a href="#">Nevada Health Care Forum</a>
<b>October 19</b>	7:30am – 9:30am	Reno	<b>2<sup>nd</sup> Annual Northern Nevada Women's Leadership Breakfast</b> Renown Regional Medical Center – Mack Auditorium 1155 Mill Street, Reno, NV 89502 Live Stream Banner Churchill Community Hospital 801 E. Williams, Fallon, NV 89406 <a href="#">Register Here: Reno Women's Leadership Breakfast</a>
<b>November 1</b>	7:30am – 9:00am	Reno	<b>Meet the CEO – Dr. Doug Merrill CMO – Renown Health</b> <i>Details To Be Announced</i>
<b>November 1</b>	5:30pm – 8:30pm	Las Vegas	<b>Mentorship Program Celebration</b> Distill – 10820 W. Charleston Blvd., Las Vegas, NV 89135 <a href="#">Buy Ticket: Mentorship Celebration</a> (Non-Members Welcome)
<b>November 7</b>	12:00pm – 1:00pm	Las Vegas	<b>Panel Session: Association Health Plans</b> Holland & Hart – 9555 HillwoodDr. Fl 2, Las Vegas, NV 89134 <i>Details To Be Announced</i>
<b>December 6</b>	5:00pm – 8:00pm	Las Vegas	<b>Joint Association Holiday Mixer &amp; Toy Drive</b> Sierra Gold – 6515 S. Jones Blvd., Las Vegas, NV 89118 <i>Details To Be Announced</i>
<b>December 12</b>	5:00pm – 8:00pm	Reno	<b>Joint Association Holiday Mixer</b> Freight House – 250 Evans Ave., Reno, NV 89501 <i>Details To Be Announced</i>



## SOCIAL MEDIA

By: Nicholas Carlisle

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

The website, **Nevada.ACHE.org**, is the hub of basic information regarding upcoming ACHE events including our meet the CEO events and Face-to-Face education sessions like our **Employing Social Media to Build Customer Satisfaction and Community Outreach** panel discussion and event on **September 21<sup>st</sup> at Desert Springs Hospital** which is worth 1.5 education credits.

Our **LinkedIn** page allows access to extensive professional networks not just in healthcare but many other related disciplines and is a fantastic resource for resume building.

**Facebook** 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.

### Nevada Minority Health and Equity Coalition Impact Summit A Call to Action: Equity of Care through Education, Inclusion and Advocacy

**Are you ready to eliminate disparities in Healthcare?**

**By David Loaiza-Funk**

The fundamental objectives of the healthcare management profession are to maintain or enhance the overall quality of life, dignity and well-being of every individual needing healthcare service and to create an equitable, accessible, effective and efficient healthcare system. Healthcare executives have an obligation to act in ways that will merit the trust, confidence and respect of healthcare professionals and the general public. In part – healthcare executives must promote a culture of inclusivity that seeks to prevent discrimination on the basis of race, ethnicity, religion, gender, sexual orientation, age or disability to its employees and to the community that they serve; In the patient care setting and employment settings, managing a more diverse patient population and workforce means gaining more perspectives on how to manage challenges and achieve organizational success.

According to a recent [research study](#) published in the American Journal of Public Health, people with significant disabilities account for more than 12% of the US population facing greater obstacles to optimal health.

We can easily fix this with your support. On Thursday, **October 4, 2018** from **8:00am – 5:00pm**, we will meet at the Nevada State college to:

- Collaboratively develop priorities from cross-sections of the health care industry to impact the agenda for Nevada's upcoming 80th Legislative Session;
- Learn techniques to enhance inclusion of underserved populations including persons with disabilities and LGBTQ communities;
- Engage regional and federal level officials as they deliver the latest updates on public health policies.

Your participation will allow you to make a difference in your organization and at the state level.

Register today at [Equityofcare.eventbrite.com](http://Equityofcare.eventbrite.com)

## Mentorship Program

ACHEmentorshipNV@gmail.com



The ACHE mentoring program has been a great opportunity to get to know and provide mentoring to an up and coming healthcare administrator. Specifically, Andrew Welcome and I have met either in person or by phone each week since the program began. Andrew has just begun his final year of his MHA program and was on an internship here in Las Vegas. I spent a good amount of time showing him productivity reports, discussing ED metrics, and the importance of ensuring both are in line. Andrew was able to use these learnings and apply them directly to his summer internship which just ended last Friday. He was able to create some reports that broke down turnaround time data and made it easier to see where the delays were occurring. Several individuals at the company he was interning for have expressed appreciation for the work he did and are using the reports he created. We were able to use our time as mentor and mentee to help prepare him for his rotation and the information I was able to teach him helped him create a meaningful experience. Overall, the mentorship program has been very positive for me, and I believe for Andrew as well."

Roger Winslow - Mentor

"I've enjoyed getting to know my mentee at a professional and personal level, and we've had so much fun working through her life goals and next steps on how to achieve them. She's definitely motivated and it is so refreshing to see young talent that is focused on making her career all about giving back to the community in a positive way!

Why mentor? Because we all have more to give. And giving to someone to help them get better is a way to make the biggest difference. "

Stephanie Lim - Mentor

"Mentoring these young executives has been such a rewarding experience. I'm learning much more from my proteges than I'm sure they're learning from me. It's been a pleasure to discuss their career goals and to see their commitment to lifelong learning. The proteges I'm working with are thoroughly dedicated to improving themselves and our industry. It's an honor to work with them."

Kurt Houser - Mentor

"As a (very!) senior level executive, it's rewarding to continue to give back to ACHE and the field I love through this mentor program and, as well, to have had a part in a young affiliate's transition from retail to healthcare administration!"

Patrick Hays - Mentor

"The mentorship program has been a great way to help aspiring early careerists maximize their potential while also encouraging the mentors to expand our own horizons. I've really enjoyed working with my mentee because working with someone with a different background and had a different career path is refreshing. It will be especially exciting to see how he and the next wave of health care executives influence this field of healthcare."

Khanh Anderson - Mentor

"I have benefited in the past from mentor relationships and was grateful to return the favor as an ACHE mentor. This program has provided a natural way to develop relationships, offer advice, and seek/receive feedback. My mentee has taken his role seriously and has initiated frequent communication. We meet often and are both elevated by the discussion. I anticipate the relationship to continue for years to come and am grateful for the structure that the mentorship program has provided."

Isaiah Zirkle - Mentor

## Nevada Health Care Forum Addresses the Changing Impact of Health Care at Leader's Conference in Las Vegas

11<sup>th</sup> Annual Conference Scheduled for October 9, 2018

By Todd Lefkowitz

The Nevada Health Care Forum, the largest gathering of health care professionals in the state, will host its 11<sup>th</sup> annual forum to address the changes affecting the nation's health care systems. Hosting many of the industry's leading health care executives, in addition to state and federal officials, this year's forum will be held from 8 a.m. to 5 p.m. on Tuesday, Oct. 9, at Enclave event center in Las Vegas. A cocktail reception will immediately follow the event.

This year's event will highlight and address the national impact of health care reform, and the evolution of changes in health care from health and wellness, enhancements in technology, consumer and provider engagement, healthcare quality and implementation of significant health care policies and strategies. The one-day forum includes keynote speakers, panels, and discussions about relevant topics from a diverse range of industry experts.

NVHCF is proud to provide four new and exciting key presentations for attendees this year:

**Halee Fischer-Wright, M.D.**, National President and CEO of MGMA, and author of *Back to Balance: The Art, Science and Business of Medicine*, will present a unique prescription for fixing America's health care woes, based on her thirty years of experience as a physician and industry leader.

**John Gorman**, Founder & Executive Chair of The Gorman Health Group will discuss the outlook for Medicare and Medicaid in Year 3 of the Trump Administration.

**J.D. Kleinke**, medical economist & author, will outline how organizations can avoid the pitfalls and seize the opportunities associated with the long overdue computerization of American medicine in his presentation: American Medicine 2.0 – the Revolution will be computerized.

**Dave Logan, PhD**, Chief Transformation Officer for P3 Health Partners and Senior Lecturer at USC Marshall School of Business will discuss leadership and clinician engagement in healthcare.

Key panels and discussions at this year's forum include:

- Industry leaders view of the "National State of Health Care"
- Health care issues impacting the "State of Nevada"
- Disaster Preparedness: the role in disaster preparedness and response efforts for natural or man-made disasters, pandemic outbreaks or terrorist attacks
- Technology: major IT implementation and its impact on clinical outcomes
- Personnel: leadership and employer trends in health care
- Healthcare beyond tradition bricks and mortar

Each year, hundreds of Nevada's health care leaders gather at the Nevada Health Care Forum to attend panels and discussions about relevant industry topics from prestigious speakers. Attendees span a wide variety of interests and professions related to the health care industry, including providers, employer group and health plan/insurance executives, government officials, students, members of the media and consumers. More than 350 people attended the forum last year. Past speakers have included governors, U.S. senators and representatives, executives of prominent health care companies and policy leaders.

"The Nevada Health Care Forum provides a valuable opportunity to learn more about our health care issues from some of the most respected industry experts our nation has to offer," said Todd Lefkowitz, member of the Nevada Health Care Forum Steering Committee. "This year's forum promises to be exciting and thought-provoking as the pace of our health care services, systems and patient care continues to accelerate. Anyone invested in the future of health care in Nevada and beyond is encouraged to attend and gain important insights from a wide range of knowledgeable speakers."

ACHE Members get a discounted advance rate (prior to 10/1/18) of \$150. To register, visit [www.nevadahealthcareforum.com](http://www.nevadahealthcareforum.com).

Healthcare leaders face a dynamic and changing industry. In the workplace, it is vital to have essential leadership qualities to adapt to the emerging healthcare market. Tomorrow's healthcare leaders will need to possess specific abilities to navigate the evolving healthcare models to be successful. The top 5 leadership skills that are indispensable and need to be developed are communication, empathy, selflessness, authenticity, and vision/strategy.

### 1. Communication

Great leaders are highly skilled listeners that make time for their internal and external stakeholders. They can communicate their organizational goals down to specific tasks. Executives must be proficient in all forms of communication which include phone, email, and one-on-one. Similarly, a leader should be regularly available for staff to discuss issues and concerns. Effective communicators build relationships with their customers to advance the organization for their patients.

### 2. Empathy

A reliable way to build trust is through empathy. It can bring people together through mutual understanding and nurture teams. Leaders will be able to recognize another person's feelings and experiences. It enables leaders to engage their employees by predicting the effect of their decisions. The ability to put yourself in another person's shoes is critical to be a competent leader. Leaders that lack empathy can have a significant cost to the organization by failing to act in a reasonable amount of time. Inspiring loyalty by understanding the human condition and the environment in which it operates will help make better leaders.

### 3. Selflessness

The act of selflessness is about putting others before yourself. It is a mindset that life is not about your own wants and desires but about serving others. This attitude brings purpose and meaning to one's life. Healthcare leaders need to put the community's requests above their personal preferences. To be selfless, it is essential to broaden your perspective, think about how people feel, and be selfless when no one is looking. Finally, selflessness is taking pleasure in another person's happiness.

### 4. Authenticity

Leaders that are fake won't get far in a healthcare career. The best leaders are authentic and connect with their employees. Authentic leaders are thoughtful, have a sense of humor, and can express themselves freely. These individuals have a realistic perception of reality and are accepting of other people. A passion and commitment to what they say and do define their character. People who are phony and false will have trouble building trust and engaging their coworkers within the organization.

### 5. Vision/Strategy

Most importantly, healthcare leaders need a vision/strategy for their organization. During times of fundamental change, it is vital to develop and retain leaders. Strategic leaders that have a vision can challenge the predominant viewpoint without provoking outrage or cynicism. These exceptional individuals can act on the big and small pictures at the same time without deviating from their goals. A strategy is implemented through inquiry and advocacy, through engagement without command, and from a sense of humility and deep respect for their peers. Senior leadership must be equipped to manage large-scale transformation. Developing leaders from within will help lead the organizational change instead of being forced to hire from outside. Identifying emerging strategic leaders is the key to a successful transformation.



## Higher Education Update

By Chris Cochran, Professor and Chair, Department of Health Care Administration and Policy, UNLV School of Community Health Sciences

The 2017-18 Academic year turned out to be an extremely successful one for the UNLV Department of Health Care Administration and Policy (HCAP) as it's Master of Health Care Administration program received its accreditation from the Commission on Accreditation of Healthcare Management Education. UNLV's MHA program is now the first accredited program in Nevada. In addition, the undergraduate degree in health care administration was recertified by the Association of University Programs in Healthcare Education (AUPHA). During the review process, the reviewers acknowledged the commitment from the local health care professions in their partnerships with the UNLV programs. The department was also cited by the UNLV Provost's office for the Academic Assessment Award for their work on accreditation and recertification.

In addition to these activities, the School of Community Health Sciences, which houses the HCAP program, is undergoing the review process to become accredited as a School of Public Health. UNLV expects to have a final decision on its accreditation status before the end of the year.

The program, which has more than 60 Masters degree seeking students and more than 250 undergraduate students relies on its community partnerships in providing internships and practicums experiences for its students.

Also during the year, the Executive Master of Health Care Administration (EMHA) graduated its first cohort in May, 2018. The EMHA started in January 2017 and recently admitted its fourth class.

## Five Effective Ways to Recruit Top Talent in a Candidate Market

By Rosie Saenz

We thought recruiting top talent in the healthcare industry was tough last year, it just got tougher in 2016! As an executive recruiter for the past 15 years, I've experienced firsthand the ebbs and flows of the talent market. Before the formal statistics are presented, search firms gain clues as to where the market is headed. During this past quarter, on several occasions we've heard candidates say: 'I'm also speaking to company X and company Y about a similar position and have an offer on the table.' A great thing to hear for the economy and for the candidates, but makes it that much tougher to fill a position as a recruiter and an employer.

Check out the statistics: healthcare is among the most rapidly growing industries in this country. The U.S. Department of Labor's Bureau of Labor Statistics reported that healthcare employers added 37,000 new jobs in March, with most of the increase occurring in ambulatory healthcare services (+27,000) and hospitals (+10,000). For the past year, healthcare employment has increased by 503,000 positions.

According to CareerBuilder's annual job forecast, U.S. employers remain confident in their hiring plans, with 36 percent of employers planning to add full-time, permanent employees in 2016. Nearly half of employers (47 percent) plan to hire temporary or contract workers.

Knowing we have a challenging recruitment year ahead, we can be prepared by implementing these five effective ways to recruit top talent in a candidate market:

1. **Qualify the candidate, but don't assume anything.** It's the time to be very open-minded. If someone says they are hesitant about relocating, don't close the door. Further discussion may lead to a change of mind.
2. **Broaden your scope.** Here's an example. Recruiting for a position in San Francisco recently, I focused my outreach efforts in California. I assumed candidates outside of California would find "sticker shock" due to the cost of living in San Francisco and it would be a tough sell. I finally gave in after a declined offer from a California candidate (who had two other offers), and started outreach outside of California. I was still cautious. A Boston candidate surfaced who had friends in San Francisco! She was hired!
3. **Sell your company/position and anything else that helps the candidate see your role as their #1 choice.** What is your company doing that is so special and how does this position fit into those plans? If you know what is



important to candidates like schools, outdoor recreation (hiking trails, cycling, golfing, etc.), spouse's employment possibilities, etc. you can assist by providing them as much information to help them make their decision.

4. **Make it a great interview experience.** This is Recruiting 101, but it is even more important in this candidate market. Candidates are looking for a good match with the company, position and culture. However, they also remember how you made them feel—many times that is the tipping point if they have several other positions they are considering. It starts at the reception desk. Were they welcomed and made to feel special, not “just another candidate applying for a job?” In the senior leadership positions, candidates want to really get to know the person they will be working for. A meal in an informal setting allows the interviewer and the candidate to get to know each other better. Be cognizant of who is part of the interview panel and encourage those individuals to be positive. Every position has its challenges, but it is not the time to be negative about the organization.
5. **Communicate and keep communicating with the candidate.** This is probably one of the most critical things to keep in mind. No one likes to feel ignored. It may not always be feasible to give updates throughout the process; however, you can let candidates know that you haven't forgotten about them. Additionally, during this time we can be checking to see what is going on with the candidates' other opportunities. If they are getting close with an offer on another position, we may be able to help expedite things internally, so we don't lose them as a candidate.

Certainly, my perspective comes from recruiting leaders in healthcare organizations. Some of what I've said may need to be tweaked when you are recruiting for other positions. However, there is no question we are seeing a candidate-driven market and if we want to effectively recruit top talent, we're going to need to focus on the candidate's priorities as well as our own!

## National ACHE Resources and Articles



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](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.mbership/credentialing/index.cfm](http://www.ache.mbership/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](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).

## **ACHE National News**

### **National News | Q3**

#### **Are You Leading for Safety?**

Healthcare leaders are guided by the highest calling—to care for those who entrust their care to us. This means that we must keep our patients and workforce safe. Improving healthcare safety requires leaders who are committed to take a stand.

That is why ACHE has partnered with the Institute for Healthcare Improvement/National Patient Safety Foundation Lucian Leape Institute and other safety experts to help healthcare leaders take a stand.

Join us and commit to leading for safety by signing the We Lead for Safety pledge online at [ache.org/Safety](http://ache.org/Safety). While you are there, you can find resources, tools, self-assessments and best practices to help your organization measure, build and sustain a culture of safety.

#### **Maximize Your Leadership with ACHE's CareerEDGE**

Are you taking advantage of your complimentary access to [ACHE's CareerEDGE](#)? More than 4,300 of your fellow ACHE members have registered for this unique and interactive tool designed to support you in planning and managing your career. Early careerists and senior executives alike can use the tool to support their own career development as well as those they lead. CareerEDGE includes free assessments and tools to enhance your self-awareness as well as a comprehensive framework that makes it easy to map a plan to achieve your goals. Visit our [CareerEDGE webpage](#) to login and explore CareerEDGE today!

#### **Attend a Local Prep Course for the BOG Exam**

A new review course is available to help ACHE Members prepare for the Board of Governors Examination. The *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 Face-to-Face Education credit when they complete the review course.

Three ACHE chapters recently piloted the *BOG Exam Prep*, and course revisions are being made based on participants' feedback. The national rollout for the course is planned for September 2018.

Members who would like to take the new review course through a local ACHE chapter should contact their chapter leadership to learn more and express their interest in preparing for the Exam.

*BOG Exam Prep* is also available as an On-Location Program. Contact Katherine M. Stack, FACHE, manager, program development, Division of Professional Development, at (312) 424-9304 or [kstack@ache.org](mailto:kstack@ache.org) for more information.

## Share Your Professional Announcements

Improve your visibility in the healthcare field and build your professional brand by sharing career updates with ACE. Have you started a new job or been promoted recently? Are you planning to retire? If the answer is yes, then get yourself 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](mailto:he-editor@ache.org).

## Offering a Postgraduate Fellowship? ACE Can Help

If your organization is offering a postgraduate fellowship for the upcoming year, we encourage you to add it to the Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](https://www.ache.org/Postgrad).

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. Gain exposure and start attracting top-notch applicants by posting your organization's program on the [directory](#). You may add a new listing or update a previous one at any time by completing the [Online Listing Form](#).

**Questions?** Please contact Audrey Meyer, membership coordinator, Division of Member Services, at (312) 424-9308 or email [ameyer@ache.org](mailto:ameyer@ache.org).

## ACE Communities Can Enhance Members' Experience

ACE offers four community groups that align with our members' professional backgrounds and commitment to diversity and inclusion. Encourage members in your area to join any of the communities that meet their professional needs and goals (pending satisfaction of eligibility requirements).

ACE 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 ACE membership dues. All benefits are accessible online and include a quarterly newsletter, an exclusive LinkedIn Group and special designation in ACE's online Member Directory.

**Questions?** Please contact Liz Catalano, marketing specialist, Division of Member Services, at [ecatalano@ache.org](mailto:ecatalano@ache.org) or (312) 424-9374, or Erika Joyce, assistant director, Division of Member Services, at [ejoyce@ache.org](mailto:ejoyce@ache.org) or (312) 424-9373.

## Forum Member Directory Connects Executives With Healthcare Consultants

The [Healthcare Consultants Forum Member Directory](#) is a resource for healthcare executives and organizations seeking the services of a healthcare consultant with a specific area of expertise.

*Are you a healthcare executive searching for a consultant?* The directory's robust search functionality can help identify ACE Consultant Forum Members who may meet your needs.

*Are you a consultant looking to gain visibility with decision makers?* Join the [Healthcare Consultants Forum](#), and select your primary area of expertise now!

## Are You Due to Recertify Your FACHE Credential in 2018?

Demonstrate your continued dedication and commitment to lifelong learning by recertifying your FACHE® credential. Login to [my.ache.org](https://my.ache.org) to learn when you are due to recertify. Please submit this application no later than Dec. 31; include your Qualified Education credits and your community/civic and healthcare activities. For more information, please visit [ache.org/Recertify](https://www.ache.org/Recertify).

You may also contact the ACE Customer Service Center at (312) 424-9400, Monday–Friday, 8 a.m.–5 p.m. Central time, or email [contact@ache.org](mailto:contact@ache.org).

## ACE Articles of Interest

### Articles of Interest | Q3

#### Increase in Healthcare M&A Activity Continues in 2018

The number of hospital and health system partnership transactions continues to climb, with a total of 50 transactions announced in the first half of 2018, according to a recent analysis by Kaufman Hall.

Activity remains particularly strong among not-for-profit hospitals and health systems, with 16 of 21 transactions announced in the second quarter involving acquisitions by such organizations, compared to five transactions by for-

profit acquirers. When combined with first-quarter results, more than 76 percent of deals announced in the first half of 2018 involve not-for-profit acquirers, while less than 24 percent involve for-profit acquirers.

“Not-for-profit hospital and health system leaders nationwide are moving aggressively to broaden their organizations’ base and expand their presence, extending capabilities across larger geographies in order to address continued uncertainty in the industry,” said Anu Singh, managing director at Kaufman Hall. “Partnerships provide them the size and enhanced positioning within their markets to help ensure that these legacy organizations can continue their missions of providing vital care in the communities they serve.”

Here are four additional findings from the report:

- Two transactions announced in the second quarter are among larger organizations with revenues between \$500 million to \$1 billion.
- Three transactions announced in the second quarter involved religious-affiliated organizations acting as acquirers, and one involved a religious-affiliated target.
- Three transactions involved academic health systems acquiring other organizations.
- Three deals involved less than fully integrated transactions with the establishment of management services agreements.

—Adapted from “[Hospital Merger and Acquisition Activity Continues to Rise, According to Kaufman Hall Analysis](#),” Kaufman, Hall & Associates, July 12, 2018.

### **IHI Publishes Guide for Providing Safe Home Healthcare**

Millions of people are recovering from acute illness or coping with chronic conditions in their own homes, but their care may not always be delivered under the safest of conditions, according to a new report from the Institute for Healthcare Improvement.

Care in the home is increasing due in part to rising healthcare costs, an aging population, patient preference and advances in technology that allow for some complex care to be administered locally.

Home care has its advantages—including greater autonomy for care recipients, lower risk of certain complications (such as sleep disruption) and lower costs—but IHI cautions that in order to achieve these benefits, healthcare providers must be cognizant of risks of harm in the home setting as well. Potential issues include injuries due to physical hazards or medical equipment, pressure injuries, infections, poor nutrition, adverse events related to medication or other treatment, potential abuse or neglect, and healthcare worker burnout.

To help promote safe, person-centered care in the home, IHI’s report outlined the following five guiding principles:

1. Self-determination and person-centered care are fundamental to all aspects of care in the home Setting.
2. Every organization providing care in the home must create and maintain a safety culture.
3. A robust learning and improvement system is necessary to achieve and sustain gains in safety.
4. Effective team-based care and care coordination are critical to safety in the home setting.
5. Policies and funding models must incentivize the provision of high-quality, coordinated care in the home and avoid perpetuating care fragmentation related to payment.

As the numbers of people receiving care at home continue to increase, we hope this report will serve as a useful reference for those committed to building on that foundation,” said Tejal K. Gandhi, MD, CPPS, chief clinical and safety officer for IHI.

—Adapted from “[Health Care Services At Home Outpacing Attention To Safety](#),” by Joanna Clark, Institute for Healthcare Improvement, July 16, 2018.