



QUARTER 4 – DECEMBER 2018

## PRESIDENT'S MESSAGE



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

As we come to the close of another year, I would like to take this opportunity to thank the members of our ACHE – Nevada Chapter Board, our committee Chairs and members, and each ACHE member in the Nevada Chapter for another great year. The Chapter has accomplished many goals in 2018, none of which would be possible without all of you and the leadership of our committees and Board.

As I often share with members of my own team, success in any organization starts with its people. Having now been a member of the Nevada Chapter for almost 5 years, I can tell you that we have great people serving throughout our Chapter. I have been able to watch firsthand the sacrifices and time given by many of our members for the benefit of others throughout our state.

During my 2 year term as Chapter President, my Executive Assistant **Crystal Reardon**, who although not a member, has volunteered her time to assist as Chapter Administrator and has served on several committees including Program/Social, Membership, Mentorship, and Communications. I speak for all Board and committee members when I say thank you for your support and dedication!

I wish to express my sincere thanks and appreciation to each of you for being willing to give of your time and talents. We are a better Chapter because of you!

I hope you all have a safe and happy holiday season as we look forward to another great year in 2019!

## REGENT'S MESSAGE



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

### 1 October

October 1, 2018 marked the one-year anniversary of the deadliest mass shooting in American history which took the lives of 58 innocent people and injured another 700. For the Las Vegas area, the day was filled with commemorative ceremonies for first responders, hospital staff, physicians, victims and their families. 58 white crosses lined Las Vegas Boulevard near the famous Welcome to Las Vegas sign. While we are still haunted by the twisted motive for such violence, one thing is clear, that being the heroic response of the healthcare providers and the community of Las Vegas. Many risked their own lives to save others often placing themselves in harms-way. I had the opportunity to hear the first-hand accounts of emergency medical personnel who rushed to the scene and experience how hospitals cared for and treated victims. The community came together in an unprecedented way that makes us all proud to be from Las Vegas.

### School is Back in Session

University of Nevada, Las Vegas, the designated Higher Education Network for Nevada, has reconvened for the fall semester graduate and undergraduate programs in healthcare administration. The recently accredited Masters in Healthcare Administration (MHA) program under the leadership of **Christopher R. Cochran, PhD** has added another accolade - that being the accreditation of the Executive MHA program. The EMHA is a primarily online program and gives healthcare executives living outside of the Las Vegas area, or those with busy work schedules the opportunity to obtain an MHA from an accredited program. These two programs as well as the

undergraduate program welcome local healthcare professionals as guest speakers. **Matthew D. Wadsworth**, Vice President of Clinical Affairs at Nevada Donor Network and I will be visiting students in these programs to speak on the benefits of ACHE. We are fortunate to have a vibrant group of students who are active in the Nevada chapter and who contribute to the future of healthcare leadership in the state.

The UNLV Health Care Administration Student Association (HCASA), student chapter of the graduate and undergraduate programs, have been involved with ACHE-Nevada and many participate in ACHE Congress. The club welcomes guest speakers at its events and is also seeking speakers and healthcare organizations to participate in the school's job fair to be held next spring. For contact information, go to <https://www.unlv.edu/hca>.

**Calling all CEOs**

As ACHE is the professional organization for healthcare leaders, it would seem logical that all those who serve in leadership positions in healthcare organizations should have membership. Having served in a variety of healthcare leadership positions across the country, it is not unusual for ACHE membership and even fellowship be a requirement for the senior leadership team. It would be my vision that Nevada share that same commitment to excellence in healthcare leadership. I will be reaching out to senior healthcare leaders in our region to join ACHE and experience the many benefits ACHE has to offer.

**Mentorship Program**

Accolades to **Matthew Frye**, Chief Operating Officer at Centennial Hills Hospital, who led the mentorship program for the Nevada chapter. This was the first year of the program with over 50 participants. The program is a great opportunity for those who want to serve as mentors and for those interested in being mentored. Developing future leaders for healthcare is a valuable and rewarding experience, contributes to the profession and supports leadership success of future generations.

**2018 Midterm Elections**

At the time of this writing, the midterm elections are being finalized and promise to have significant impact on healthcare policy at a local level. Change is a constant and as 2018 draws to a close, 2019 promises more of the same. Healthcare policy is a leading topic of debate and will continue to be in 2019. As we navigate and lead through these changes, it is important that we continue to keep patients and our communities at the foundation of our decision and all we do.

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



Francisca Akoh	Christine M. Estrada, DO	Capt Noel Moreno	Patricia Schill
Steven Albright	Audra Holmes	Billy Neal	Jordan Tice
Margo Baxter	David Huang	Sterling Newman	Sara Todd
Amelia Bedri	Jacqueline King, MD	Brandon Osborn	John Tully
Mark A. Dinardo, RN	Olga Kurakina	Paul Quinn	

**RECENT EVENTS**

**NEW MEMBER WELCOME**

The new member welcome event that took place at Centennial Hospital on October 17<sup>th</sup> was a smashing success! All new members that have joined the Nevada Chapter of American College of Healthcare Executives this year were invited to attend. Several new members came to casual the meet and greet and were introduced to established Board and Committee leaders. This event was an opportunity to learn all about what ACHE-Nevada has to offer. As the word about the benefits of ACHE continues to spread, our membership and influence in the realm of Nevada healthcare will only continue to grow.

A big thank you to all who came out and made our newest members feel welcomed!

**NORTHERN NEVADA UPDATES**

**By Jacquie Cheun, PhD**

During this quarter, the Northern Nevada Social Committee has been hard at work expanding our members' networks. We had a networking mixer at Under the Rose Brewing Co. in Midtown Reno. We also had a wonderful Meet the Administrator with **Dr. Doug Merrill** at Hometown Health's Auditorium. Dr. Merrill is the Chief Medical and Academic Officer for Renown Health. He presented on Healthcare Around the World. It was a fascinating discussion on social determinants of health and health care funding in a variety of countries. He inspired the healthcare leaders who attended to be culturally aware and assist their communities around them.

To end this quarter, we are teaming up with MGMA for a networking holiday party and toy drive on **December 12<sup>th</sup> at 250 Lounge, in Reno, NV.**

Jordan Tice Sara A. Todd John C. Tully

We encourage those who live in the North to attend our upcoming Q1 2019 events:

January 16<sup>th</sup>: 5:30-7pm at Craft Brewery- Cocktails with CEO - **Ty Windfeldt**  
February 21<sup>st</sup>: Networking Mixer  
March TBD: Meet the Administrator - **Sandra DeLeon**

Please remember to check the chapter's Facebook and LinkedIn pages to sign-up for these events through EventBrite.

## FACE-TO-FACE EDUCATION SESSION: SOCIAL MEDIA

### Employing Social Media to Build Customer Satisfaction and Community Outreach

By Lisa Barnes

This past September, the ACHE Nevada Chapter hosted a face-to-face education session at Desert Springs Hospital. The topic was about utilizing social media to improve customer satisfaction and facilitate community outreach. This session was remotely broadcasted to our Northern members which enabled them to participate and receive credits for attending.

Amy Stowers, President of OptimizeIT Consulting was the moderator. The panel consisted of very knowledgeable industry leaders, including **Erik Oh**, CEO of Empathiq, **Laurie Roma**, Social Media Manager at UHS, Inc. Corporate, **Lori Harris**, System Director of Advertising for the Valley Health System, and **Ryan Jensen**, CEO of Desert Springs Hospital.

The panel discussion provided very relevant information and great tips for handling online reviews in a unique industry, such as healthcare. The following is a summary of the key take away messages from the discussion:

- 1) Strategically plan the content that you want to post in a way that generates meaningful actions, such as likes and comments. Photos of staff members receiving rewards or great patient testimonials are good examples. Posts should be written in a manner that encourages conversation.
- 2) Live video drives discussion and audience engagement
- 3) Avoid phrases such as "Like this post, share this post, or comment if you agree". Facebook filters these posts lower in a newsfeed.
- 4) Be responsive and interact with your audience.



As a member of the ACHE - Nevada Chapter Social Media Committee, this event was particularly interesting to me. Overall it was another successful event. I always look forward to meeting with other ACHE members and healthcare leaders. I would like to say thank you very much to Desert Springs Hospital for allowing us to host this great event at your wonderful facility.

## 2019 STRATEGIC PLANNING SESSION

By Khanh Andersen

Our annual strategic planning session was held on November 2<sup>nd</sup> and hosted by Mountain View Hospital. It was very well attended, with representatives from all over the state. Prior to beginning our discussions, **Teressa Conley**, **Dr. Chris Cochran**, and **Dr. Peggy Ranke** were presented with ACHE Recognition Awards for their contributions to ACHE. After reviewing the results of the 2018 Chapter needs survey and the SWOT analysis, members discussed various areas of opportunity and growth, including the desire to give back to the community we serve. The ACHE-Nevada Chapter is committed to improving its services and the Board will work on creating a plan that will help provide members more opportunities for volunteer work and encouraging more engagement from seasoned executives. Thank you to all those who took time out of their schedules to complete the survey, SWOT analysis, and attend the session. Your comments and input are greatly appreciated!

## MENTORSHIP PROGRAM CELEBRATION

By Jay Dempsey Hay

### Thank You to All Our Mentors!

We are grateful for our dedicated mentors who gave their time to cultivate Nevada's future healthcare leaders! On November 1<sup>st</sup>, ACHE-Nevada celebrated our first year of the Mentorship Program at Distill in Summerlin. It was an opportunity for mentees to thank their mentors and show appreciation for their hard work.



The knowledge and advice gained from our mentors have tremendously helped us as mentees to take ownership of our career development. The wisdom Matt Frye imparted upon me has already helped me in my career. Words cannot express my deepest gratitude for him believing in me. His great support and guidance has inspired me to pursue my goals with dedication and hard work. I genuinely appreciate and value everything I have learned from him. I look forward to the day I can do the same for another person.



**Once again, thank you mentors for your time, patience, and support!**

## MENTORSHIP PROGRAM – ACCEPTING MENTEES & MENTORS FOR 2019

The American College of Healthcare Executives Nevada Chapter (ACHE-Nevada) is committed to the personal and professional development of its members and focuses on mentorship as a key piece of that initiative. Mentorship is a powerful experience that is mutually beneficial for both the mentor and the mentee. As the healthcare environment changes, having a mentor or mentee with whom one can share wisdom, knowledge, and ideas is extremely valuable.

The ACHE-Nevada Mentorship Program is designed to support the development of future healthcare leaders and make a lasting contribution to the healthcare.

If you would like to participate in the 2019 program, please request a mentor or mentee profile from [ACHEMentorshipNV@gmail.com](mailto:ACHEMentorshipNV@gmail.com).

## NOTE FROM 2018 MENTORSHIP CHAIR – MATT FRYE

Thank you to all of the mentors, mentees, and committee members that made this year's Mentorship program a huge success. This year's program was a first for the Nevada chapter. Through information from the ACHE Mentor guide book, committee participation, and feedback from mentees, we were able to create a program that was mutually beneficial for mentees and mentors alike.

Each mentor that participated in this year's program has been positively influenced at some point in their life by another mentor. This program created an opportunity to pay this generosity forward. Several of the mentees learned important health-care related skills and information that they otherwise would not have learned, had this program not been such a success.

I challenge each ACHE member to remember that mentor in your life who helped to lay the groundwork for your career and become that person for someone else.

## MEET YOUR 2019 CHAPTER BOARD MEMBERS

<b>President</b>	Vick Gill, FACHE	<b>Regent</b>	Teresa Conley, FACE
<b>President-Elect</b>	Ryan Jensen, FACHE	<b>UNLV Faculty Rep</b>	Chris Cochran, PH.D.
<b>Vice President</b>	Bill Butcher, FACHE	<b>UNLV Student Rep</b>	Perry Richardson
<b>Secretary</b>	Jessica Hensler	<b>Military/VA Rep</b>	Lt. Col. Wade Adair
<b>Treasurer</b>	Larry Preston		
<b>Directors</b>	Jeremy Bradshaw, FACHE (Immediate Past President) Jacquie Cheun, PH.D. Matt Frye Kurt Houser Todd Lefkowitz Greg Nainani, FACHE Chris Nicholas Stacey Noonan Peggy Ranke Rosie Saez David Schweer, FACHE Matthew Wadsworth		



### 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.*

## UPCOMING PROGRAM AND SOCIAL EVENTS

<b>December 12</b>	5:00pm – 8:00pm	Reno	<b>Joint Association Holiday Mixer</b> Freight House – 250 Evans Ave., Reno, NV 89501 <a href="#">Register Here: Holiday Mixer - Reno</a>
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# 2019 CALENDAR IN PROCESS

## National News | Q4

### Save the Date for the 2019 Congress on Healthcare Leadership

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development and opportunities to network with and learn from peers. At the [2019 Congress](#), to be held **March 4–7** at the **Hilton Chicago/Palmer House Hilton**, you will have access to expert faculty and the latest information to enhance your career and address your organization's challenges in innovative ways.

Join us in 2019 for countless opportunities to innovate, collaborate, grow and transform. The opening date for Congress 2019 registration and to reserve hotel accommodations was Nov. 13. Save your spot today!

### Showcase Your Innovations at Congress

ACHE's Congress on Healthcare Leadership gives you two exciting opportunities to share your innovations, network with other innovators and discuss pressing issues in healthcare with other leaders seeking similar solutions. You can apply to participate in the Management Innovations Poster Session and/or the Technology Innovations Session.

The 35th Annual Management Innovations Poster Session is a unique opportunity for you to share the innovative work being done at your organization that might be helpful to others, including innovations to improve quality or efficiency, enhance patient or physician satisfaction, implement EHRs, use new technology and similar topics.

Innovations that apply technological or digital solutions (e.g., apps, software, automated texts, etc.) to meaningfully improve the efficiency of an organization or the effectiveness and/or access of care delivered can also be submitted for ACHE's **first ever** Technology Innovations Session.

Applications for both the Management Innovations Poster Session and the new Technology Innovations Session are due **Jan 10**. To learn more about application requirements and selection criteria, visit [congress.ache.org/your-congress-experience/showcase-innovations/](http://congress.ache.org/your-congress-experience/showcase-innovations/).

### Leading for Safety: Mastering Vision and Board Engagement

On Dec. 4, explore two of the six domains—Vision and Board Engagement—outlined in [Leading a Culture of Safety: A Blueprint for Success](#) during the complimentary ACHE webinar, “[Leading for Safety: Top Down, Bottom Up and Across the Organization](#).”

The presentation will provide strategies and techniques required for the Vision and Board Engagement domains and how to scale this initiative across an organization. This webinar is Part III of a three-part series. We encourage participants to attend all three webinars in the series to gain the maximum educational benefit. Access Part I and Part II of the series in ACHE’s [On-Demand Webinar Recordings](#).

Learn more about the webinar and **register today**. Visit [ache.org/Safety](http://ache.org/Safety) to download the blueprint and take the We Lead for Safety pledge.

### Encourage Your Members to Apply for Fellow Status

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Earning the FACHE® credential demonstrates a healthcare leader’s competence, leadership skills and commitment to excellence in the field. Encourage your chapter members to take the next step in advancing their career. When they achieve Fellow status, this accomplishment benefits their professional goals and the healthcare management profession.

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

### Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE® credential, ACHE offers complimentary resources to help them succeed. Two resources available to get you started are [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#).

- The *Reference Manual*, found at [ache.org/FACHE](http://ache.org/FACHE), includes a practice 230-question exam and answer key, a list of recommended readings, test-taker comments and study tips.
- Fellow Advancement Information webinars provide a general overview of the Fellow advancement process, including information about the Board of Governors Exam, and allow participants to ask questions about the advancement process. An upcoming session is scheduled for Dec. 14. Register online at [ache.org/FACHE](http://ache.org/FACHE). Both offerings supplement other Exam resources such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

### List Your Postgraduate Fellowship With ACHE

ACHE would like to know if your organization is offering a postgraduate fellowship for the upcoming year. If so, we encourage you to add it to our complimentary Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](http://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 attract top-notch applicants by posting your organization’s program on ACHE’s 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, at (312) 424-9308 or email [ameyer@ache.org](mailto:ameyer@ache.org), Monday through Friday, 8 a.m. to 5 p.m. Central time.

### 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](mailto:he-editor@ache.org).

### Find Open Positions 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 1,500 open positions across the nation based on your preferences such as location and desired salary. We’ve recently added an Internship Tab to help students and recent graduates navigate 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 is complete with a [Career Learning Center](#) to help you enhance your resume and leave a lasting impact during your next interview. To take advantage of these resources and more, visit [ache.org/JobCenter](http://ache.org/JobCenter).

### ACHE Announces Nominating Committee 2019 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 2 at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 2. The 2019 slate is as follows:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Chairman-Elect**

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

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:

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

**ACHE Call for Nominations for the 2020 Slate**

ACHE's 2019–2020 Nominating Committee is calling for applications for service beginning in 2020. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Those interested in pursuing applications should review the candidate guidelines for the competencies and qualifications required for these important roles. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2022)
- Nominating Committee Member, District 4 (two-year term ending in 2022)
- Nominating Committee Member, District 5 (two-year term ending in 2022)
- Four Governors (three-year terms ending in 2023)
- Chairman-Elect

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

- **District 1:** Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
- **District 4:** Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas
- **District 5:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming

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

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

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

The first meeting of ACHE's 2019–2020 Nominating Committee will be held on March 5, during the 2019 Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 24.

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

## ARTICLES OF INTEREST | Q4

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

Healthcare is approaching a tipping point as burnout and dissatisfaction with work-life integration in healthcare workers continue to increase. Addressing work-life integration issues is crucial, as poor work-life integration has been linked to higher levels of burnout and patient safety risk, according to original research published in *BMJ Quality & Safety*.

Cross-sectional survey study was completed in 2016 and included more than 10,600 healthcare workers across 440 work settings within seven entities of a large academic healthcare system. Researchers created a work-life climate scale to assess the frequency of behaviors such as skipping meals, taking breaks and changing personal plans for work among healthcare professionals.

The study found that work-life climate was strongly associated with personal burnout and burnout climate, which describes how often professionals see signs of emotional exhaustion in their colleagues.

"Burnout has implications for patients, the individual healthcare worker and their families, and is linked to lower perceptions of safety culture, increased medical errors and lower quality care," according to the study. "Targeting [work-life integration] behaviors may provide tangible interventions at the work setting level that reduce burnout."

In addition to lower burnout, quartile analyses of the results revealed higher work-life climate scores were associated with better teamwork and patient safety norms, better leadership and increased readiness for quality improvement.

"Improving this climate should be a strategic priority for leaders interested in building capacity and resilience in their workforce," wrote the study authors. "Improving [work-life integration] is likely to improve healthcare worker's quality of life, organizational outcomes and, ultimately, quality of care for patients."

—Adapted from "[Work-life balance behaviours cluster in work settings and relate to burnout and safety culture: a cross-sectional survey analysis](#)," by Stephanie P. Schwartz, Kathryn C. Adair, Jonathan Bae, et al., *BMJ Quality & Safety*, Oct. 11, 2018.

### Hospitals Prioritize Clinical Documentation Improvement

Clinical documentation improvement was identified as a top priority by hospital technology, financial and physician leaders in a recent Black Book Market Research report.

"Because of increased patient engagement, the need for proper clinical documentation improvement driving quality outcome scores has never been more essential," says Doug Brown, managing partner of Black Book.



Highlighted below are four additional findings from the survey.

- Nearly 25 percent of all U.S. hospitals now outsource some or all coding functions.
- Ninety-one percent of hospitals with more than 150 beds that outsource their CDI processes reported significant increases in appropriate revenue and proper reimbursements in the third quarter of 2018.
- Eighty-eight percent of hospitals confirm documented quality improvements and increases in case mix index within six months of CDI implementation.
- Eighty-nine percent of hospital financial officers say that the above factors do influence their motivation to adopt CDI practices.

—Adapted from “[Black Book Survey: New Generation CDI Enhances Patient Care and Reduces Financial Risk](#),” Black Book Market Research, Oct. 19, 2018.



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

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



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

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



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

[http://www.ache.org/newclub/newsltr/Elevating\\_Leadership/index.cfm](http://www.ache.org/newclub/newsltr/Elevating_Leadership/index.cfm)

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

Become a Fellow of the American College of Healthcare Executives (FACHE) and earn the distinction of board certification in healthcare management!

Click the link to see the steps necessary to advance to FACHE status. <http://www.ache.org/membership/credentialing/steps.cfm>

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

#### **New Simpler Process**

ACHE has simplified the process for pursuing Fellow Status. It also has a broader definition of management experience. Go to [www.ache.org/membership/credentialing/index.cfm](http://www.ache.org/membership/credentialing/index.cfm) or the credentialing link off of ACHE's home page.

#### **Chapter Resources**

The Nevada Chapter is 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).