



## East Tennessee Healthcare Executives Affiliation

### 1st Quarter Newsletter

Welcome everyone to this new year with ETHEA! I am excited for 2014 and hoping to bring our members some great events this year. We have already had our first meeting, which was very well received on the "Healthcare Organization's Role in Formulating Public Policy." Our Program Chair is lining up the remaining topics for the year, including our annual combined meeting with HFMA this month.

Some additional news I would like to share with you. We now have all of our Board positions filled and in doing so have six additional members that will help us stay focused on our Chapter's mission, vision, and values. As we have heard your request from our past survey for additional networking opportunities, we have had our first successful event in February and are planning two more this year that we hope to see you in attendance. Lastly as another request to help our members move towards fellowship advancement we will be planning a Board of Governors Exam study group with a goal that all that are interested are able to participate.

In closing it is important to myself and the Board that our members have a great experience and look at our chapter as an excellent resource for their professional and career goals. If I can help you achieve that in any way please let me know.

Jason Pilant, Chapter President

#### March 12th Meeting Reminder

#### "The Future of Healthcare Financing"

Financing, a driving force on the healthcare landscape, continues to become more complex. With budgetary pressures on Medicare and Medicaid, pay for performance and federal expectations for investment in technology without regard to costs, executives must constantly monitor the financing landscape. Given these pressures, many questions emerge. Please join us for a panel discussion of "The Future of Healthcare Financing" with the following panel participants:

**Moderator:** Pete Pearson, Pershing Yoakley & Associates Principal

**Panelist:** Keith Goodwin, East Tennessee Children's Hospital, President and



American College of  
Healthcare Executives  
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2014 Congress for  
Healthcare Leadership  
March 24-27 Hyatt Regency  
Chicago, IL

[www.ache.org/congress/index.cfm](http://www.ache.org/congress/index.cfm)

**Please check out the new  
site at:**

[www.ache.org](http://www.ache.org)

**ETHEA website**

<http://ethea.ache.org>

#### Save the Dates 2014

- March 12th
- May 14th
- July 9th
- September 10th
- November 12th

**Sponsored by:**



## Chief Executive Officer

**Panelist: Marvin Eichorn, Mountain States Health Alliance Senior Vice President and Chief Financial Officer**

**Panelist: Tom Fisher, University of Tennessee Medical Center Chief Financial Officer**

**Panelist: Jonathan Smith, Blount Memorial Hospital Chief Financial Officer and Assistant Administrator**

**Topics for discussion include: the outlook for Medicare, Medicaid, and private insurance and their impact on organizational strategy and planning; the outlook for pay for performance and consumer-driven products and their impact on organizational strategy and planning; the current issues and challenges in providing charity care; and the strategic approaches to monitoring and adjusting to financing issues.**

- **1.5hrs Face to Face Credit--(Required to maintain fellow or advancement to fellow)**
- **.5hrs Networking**
- **Start Time: 5:45 pm**
- **Location: Calhoun's on the River Knoxville, TN**

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## National News

### Q1 2014

#### Register Now for the 2014 Congress on Healthcare Leadership

ACHE'S Congress on Healthcare Leadership brings you the best in professional development, exceptional opportunities to network with and learn from peers, and the latest information to enhance your career and address your organization's challenges in innovative ways. The 2014 Congress on Healthcare Leadership, "Where Knowledge, Ideas and Solutions Connect," will be held March 24-27 at the Hyatt Regency Chicago. Join us and be part of the dynamic, energizing event that draws world-class speakers and more than 4,000 healthcare leaders from across the nation and around the world. Register at [ache.org/Congress](http://ache.org/Congress).

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#### 2014 Fund for Innovation in Healthcare Leadership Education Programs

The 2014 innovations program, "Healthcare Innovation: Taking Action, Improving Care and Reducing Costs 2.0," will focus on key initiatives introduced by the Center for Medicare and Medicaid Innovation (the Innovation Center). The program will highlight three organizations that are working with the Innovation Center and organization representatives will describe their experiences in implementing projects to develop better healthcare in communities with the highest care needs. This special program will be offered Aug. 11, 2014, in conjunction with the

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## 7 Things Really Persuasive People Do

While many people don't like to sell, most find themselves having to persuade someone at some point. Persuasion is not just for salespeople and their prospects. You may try to persuade an employee to perform better, or perhaps you want to persuade your boss to take on your brilliant idea. Whatever your persuasive need, here are seven things that the most persuasive people consistently do:

### 1. *They Are Purposeful*

Truly persuasive people understand their power and use it sparingly and knowingly. They understand that most conversations do not require trying to get someone to do or accept something. Aggressive pushers are a turn-off and will put most people on the defensive. It's the person who rarely asks or argues that ultimately gets consideration when they strongly advocate an idea, especially when they do it with power and persistence. Simply put, they pick their battles. Want to persuade more? Argue and advocate less often.

### 2. *They Listen ... and Listen ... Then Listen Some More*

People who know how to persuade also know that just pushing their own argument will get them nowhere. They certainly are able to articulate their position in a convincing way, but that is only half the equation.

Washington, D.C., Cluster. Full details will be available soon at [ache.org/Innovation](http://ache.org/Innovation).

The 2014 ethics program, “Ethical Leadership in Uncertain Times,” will be led by Jack Gilbert, EdD, FACHE, on Oct. 28, 2014, in conjunction with ACHE’s Salt Lake City Cluster. The half-day session will feature Gilbert’s remarks on ethical leadership in the era of reform and a panel of healthcare executives who will explore effective, intentional and practical ways for healthcare leaders to strengthen their organization’s focus on doing the right thing. For those already attending the Salt Lake City cluster, continue your professional growth with this important session. Or, just participate in the morning workshop and leave with a renewed sense of commitment. Full details will be available soon at [ache.org/Innovation](http://ache.org/Innovation).

Both programs qualify for ACHE Face-to-Face Education credits.

The Fund for Innovation in Healthcare Leadership, a philanthropic initiative of the Foundation of the American College of Healthcare Executives, was created to bring innovation to the forefront of healthcare leadership. The Fund works to inspire and develop future leaders, promote diversity and inclusion among healthcare leaders, explore emerging complex ethical issues and encourage innovations in healthcare management.

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### ACHE Senior Executive Program

The Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have been senior directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to be a CEO and believe the Senior Executive Program has assisted them in achieving that goal. It consists of three sessions, each two-and-a-half days in length. Locations and dates are as follows: Chicago (June 2–4), San Diego (Aug. 18–20) and Orlando, Fla. (Oct. 13–15).

Participants grow professionally in a supportive learning environment over the three sessions. The Senior Executive Program includes relevant topics such as reducing medical error, improving board relationships, increasing personal influence, financial management in the era of payment reform, confronting disruptive behavior and influencing public policy.

Enrollment is limited to 30 healthcare executives. For those individuals whose organization lacks the resources to fully fund their tuition, a limited number of partial scholarships underwritten by Toshiba

They are actively listening when in persuasion mode. First, they are listening to assess how receptive you are to their point of view. Second, they are listening for your specific objections, which they know they'll have to resolve. Last, they are listening for moments of agreement so they can capitalize on consensus. Amazingly persuasive people are constantly listening to you and not themselves. They already know what they are saying. You can't persuade effectively if you don't know the other side of the argument.

### 3. They Create a Connection

It's easy to dismiss people who are trying to persuade you if you have no emotional stake in them or their argument. Really persuasive people know this, so they will be likeable and look for common ground to help establish emotional bonds and shared objectives. They show empathy for your position and make it known that they are on your side. They manage their impatience and wait for you to give them permission to advocate their approach. You'll persuade people much more easily if they are open and aligned with your desires.

### 4. They Acknowledge Credibility

Really persuasive people understand that there is no sense wasting time arguing facts. Most of the world does not function in black and white. They value strong opinions and will make sure that you are entitled to yours. In fact, they will make sure they give you full credit for every argument of yours that has some validity. This makes it harder for you to fully dismiss their point of view. When you are persuading people, reinforce their credibility on facts and opinions rather than dismissing them outright. Then they'll be more

American Medical Systems, Inc. are available. For more information, contact Darrin Townsend, program specialist, at (312) 424-9362 or visit [ache.org/SeniorExecutive](http://ache.org/SeniorExecutive).

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### ACHE Executive Program

The ACHE Executive Program is designed to help healthcare middle managers refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over the three multi-day sessions. The program will cover relevant topics such as improving patient safety and clinical quality, physician integration strategies, appraising personal leadership, managing disruptive behavior, talent development, understanding hospital governance, conflict management and measuring financial success.

The Executive Program, a three-part series of sessions, will be held at the following locations and dates: Chicago (June 2–3), San Diego (Aug. 18–20) and Orlando, Fla. (Oct. 13–15). Participants will attend all three sessions.

Enrollment is limited to 30 healthcare executives. For those individuals whose organization lacks the resources to fully fund their tuition, a limited number of full scholarships underwritten by Toshiba American Medical Systems, Inc. are available. For more information, contact Darrin Townsend, program specialist, at (312) 424-9362 or visit [ache.org/Executive](http://ache.org/Executive).

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### Board of Governors Exam Fee Waiver Promotion 2014

ACHE is pleased to offer once again the Board of Governors Exam fee waiver promotion to ACHE Members who apply for the FACHE® credential between March 1 and June 30, 2014. [Eligible Members](#) must submit their completed Fellow application and \$250 application fee during the promotion period. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee. All follow-up materials (i.e., references) must be submitted by Aug. 31, 2014, to receive the waiver.

For more information on the promotion, go to [ache.org/FACHE](http://ache.org/FACHE).

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### ACHE Call for Nominations for the 2015 Slate

ACHE's 2014–2015 Nominating Committee is calling for applications for service beginning in 2015. All members are encouraged to

likely to pay you equal respect in the exchange and be more open to the merits of your opposing view.

#### 5. They Offer Satisfaction

Smart persuaders know that they don't have to win every little battle to win the war. They are willing to sacrifice when it helps the overall cause. They are ready to find the easiest path to yes. Often that is simply to give you what you want whenever possible. Give ground where you can and hold your ground only where it matters. Choose being successful over being right.

#### 6. They Know When to Shut Up

Successful persuaders get that you don't win the battle by constantly berating people with an unending verbal barrage. Wearing people down is not an effective strategy. They carefully support their arguments and check in with questions that will help to close the conversation. Then they step back. The great sales trainer Tom Hopkins still teaches these decades-old techniques of his mentor J. Douglas Edwards. His most important lesson is "Whenever you ask a closing question, shut up. The first person who speaks, loses."

#### 7. They Know When to Back Away

Urgency and immediacy are often the enemies of real persuasion. It's possible to close a less significant sale through urgency, but deep ideas require time and thought to take root. Great persuaders bring you along in your own time. And they give you the space and time to carefully consider their position. They know that nothing is more powerful than your persuading yourself on their behalf. That almost never occurs in the presence of the persuader. The

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 2017)
- Nominating Committee Member, District 3 (two-year term ending in 2017)
- Nominating Committee Member, District 6 (two-year term ending in 2017)
- 4 Governors (three-year terms ending in 2018)
- 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: Uniformed Services/Veterans Affairs.

Candidates for Chairman-Elect and Governor should submit an application to serve, a copy of their resume and up to 10 letters of support.

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

Applications to serve and self-nominations must be submitted electronically to [jnolan@ache.org](mailto:jnolan@ache.org) and must be received by July 15, 2014. All correspondence should be addressed to Gayle L. Capozzalo, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2014-2015 Nominating Committee will be held on Tuesday, March 25, 2014, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting an orientation session will be conducted for

next time you want to persuade someone of something truly important, follow the tips above, make your case, and walk away. If they don't come around, you were probably wasting your effort in the first place.

—Adapted from “7 Things Really Persuasive People Do,” by Kevin Daum, [www.inc.com](http://www.inc.com)

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, 2014, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 30, 2014.

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

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### **Tuition Waiver Assistance Program**

To reduce the barriers to ACHE educational programming for ACHE members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program.

ACHE makes available a limited number of tuition waivers to ACHE Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Members and Fellows in career transition are also encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- Online Tutorial (Board of Governors Exam preparation)
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, except for ACHE self-study courses; see quarterly application deadlines on the FAQ page of the tuition waiver application. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline.

If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-

9354 or [tsomrak@ache.org](mailto:tsomrak@ache.org). For more information,  
visit [ache.org/Tuitionwaiver](http://ache.org/Tuitionwaiver).

[Unsubscribe here.](#)



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