



East Tennessee Healthcare Executives Affiliation

2nd Quarter Newsletter

Dear Members,

I hope everyone is enjoying the start to Summer! It is hard to believe we are almost to the midpoint of the year for 2014. We have moved along on several of our goals as a chapter, and I would like to give a quick update on a couple of those.

The Board of Governors Study Group is underway and has completed two of the six sessions planned. We have seen a good participation so far, and I want to thank our volunteer teachers who have dedicated their time and effort on developing study material. With roughly thirty percent of our membership currently eligible for advancement to Fellow the BOG is a final step in completing this meaningful career development goal. If you have not yet, but are still interested in participating it is not too late. Please reach out to myself (jpilant@covhlth.com) or Matt Stuart (mstuart@pyapc.com) for more information.

The second member requested initiative is with additional networking opportunities. We have had our first in February and our second this past Thursday, June 19th at the Bone Fish Grill in Knoxville. We have also had a successful networking event in Chattanooga in April and have plans for one in the Tri-Cities area possibly in August (date soon to follow). Please come out to support and grow your contact base and develop relationships with other healthcare leaders when these events are offered. We are also working with our Chattanooga members on having an educational session in that area later this year. Our goal is not to have distances prevent our members from getting involved in the Chapter.

Again we are very excited with our current plans and hope to finish this year as strong as we have begun. I look forward to seeing you at our next Face to Face educational series (information regarding below) on July 16th, and in the meanwhile if there is anything I can help you with please let me know.

Best Regards,

Jason Pilant
ETHEA Chapter President

July 16th Meeting Reminder

Our next meeting is scheduled for *Wednesday, July 16th*. We will have a Face to Face education session, the topic for which is *Walking the Reporting Systems Minefield*. We will be discussing how organizations manage the



AmericanCollege of
HealthcareExecutives
for leaders who care®

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

www.ache.org

ETHEA website

<http://ethea.ache.org>

Save the Dates 2014

- July 16th
- September 10th
- November 12th

reporting of information to systems such as CMS, the Joint Commission, Solucient and HealthGrades. Our moderator for the discussion will be Jim Goodloe, SVP of the Tennessee Hospital Association. Mr. Goodloe will be joined by panelists:

- Kevin Spiegel, President & CEO of Erlanger Health System;
- Inga Himelright, M.D., SVP & CQO of UT Medical Center;
- Janice McKinley, VP & CNO of Parkwest Medical Center;
- Missy Sanford, Director of Quality Analytics & Accreditation of Parkwest Medical Center.

We look forward to seeing each of you at our next meeting.

- 1.5hrs Face to Face Credit--(Required to maintain fellow or advancement to fellow)
- Start Time: 6:00 pm
- Location: Calhoun's on the River Knoxville, TN

Chattanooga Region Update

Members in the Chattanooga region are in the process of working on the development of a local education event where you can earn Face to Face credit. An event is currently contemplated in October, but plans are not yet final. If you would like to assist in planning and organizing, please call Joe Winick, FACHE at Erlanger (423) 778-8088 or send an email to Joseph.Winick@erlanger.org.

National News

Q2 2014

Apply for the Thomas Dolan Executive Diversity Program by July 1

The deadline to apply for the 2015 Thomas C. Dolan Executive Diversity Program is Tuesday, July 1.

During this year-long program scholars will benefit from specialized curriculum opportunities addressing barriers in career attainment and developing executive presence, one-on-one interaction with a specially selected mentor and participation in formal leadership education and career assessments. Enhanced self-awareness, critical leadership skills and an expanded network of leaders will help prepare scholars to ascend to C-suite roles in hospitals, health systems and other healthcare organizations.

Visit ache.org/ExecutiveDiversity for more information or to apply. Please direct any questions about the Thomas C. Dolan Executive Diversity Program to Jennifer L. Connelly, CAE, regional director, at

Sponsored by:



Rejection-Proof Your Proposal

If you want your idea to be accepted by your boss, team or organization, you must choose your approach carefully. You can't control everything that will affect—or prevent—approval. You can, however, increase your chances for success by asking yourself questions—and coming up with solid answers—about everything that could hurt your chances of gaining support for the proposal. Questions to ask include:

Results

- What has to happen so that I will consider my effort a success?
- What roles will others have to play in that success?
- What alternative outcomes will satisfy the underlying needs and achieve equivalent results?

Relationships

- What's the history of my (or my team's) influence

jconnelly@ache.org or (312) 424-9328.

The Foundation of ACHE's Fund for Innovation in Healthcare Leadership is accepting donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—will help shape the future of healthcare leadership. Visit ache.org/ExecutiveDiversity to make a donation.

2014 Fund for Innovation in Healthcare Leadership Education Programs

The 2014 innovations program, “The Journey to Value-Based Care for Population Health: Sharing, Scaling and Replicating to Accelerated Results,” will be led by Stephanie McCutcheon, FACHE, innovation and transformation advisor and principal at McCutcheon & Co. McCutcheon will share the successful value-based journey and innovation/transformation models of four organizations that have accelerated sustainable change. A panel of healthcare leaders will share their best practices, challenges and critical success factors for population health management. This half-day program will be offered in conjunction with the Washington, D.C., Cluster on Aug. 11. Full details will be available soon at ache.org/Innovation.

The 2014 ethics program, “Ethical Leadership in Uncertain Times,” will be led by Jack Gilbert, EdD, FACHE, clinical associate professor and director of executive and professional development in the College of Health Solutions and the College of Nursing and Health Innovation at Arizona State University. Offered in conjunction with ACHE's Salt Lake City Cluster on Oct. 28, this half-day session will explore effective, intentional and practical ways for healthcare leaders to strengthen their organization's focus on doing the right thing by leveraging challenging uncertainty and their leadership to create practical solutions to ethical dilemmas. A select panel of healthcare leaders will react to Gilbert's remarks and share their experiences with the ethical challenges and discuss the link between ethical decision making and organizational performance. Full details will be available soon at ache.org/Ethics.

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

For more information on the Fund for Innovation in Healthcare Leadership and to donate, visit ache.org/Innovation.

relationship with this person or decision-making group?

- What are the current issues in this relationship?
- What's the current level of trust?

Context

- What are the current priorities of the person (or group) that I want to influence?
- Are there any significant common or conflicting vested interests in this situation? If so, what does each of us have to gain or lose if my proposal is accepted?
- Are there relevant values on each side? If so, do we share the same ones?

Organizational

- Will my idea fit well within the overall business strategy, structures and processes of the organization? If not, how far outside the norms is it?
- Who are the other stakeholders in the outcome? How can I involve them?

Cultural

- What are the formal and informal cultural norms of our organization that could be relevant to this issue?
- Do any cultural practices already exist that could be useful in this situation? Any taboos that could derail my approach?

External Trends and Issues

- What's going on right now in the organization that could have a positive or negative impact on my

Apply for Fellow Now Through June 30 and Save \$200 on Exam Fee

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. 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 to receive the waiver. For more information on the promotion, go to ache.org/FACHE.

Exam Online Community Offers a Complimentary Interactive Learning Platform

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 Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. Plus, there is the opportunity to discuss Exam topics with experts for better understanding and the option to participate in study groups. Interested Members can join the Exam Online Community at bogcommunity.ache.org.

Save the Date: Healthcare Consultants and Physician Executives Forum Programs

The [Physician Executives Forum](#) and [Healthcare Consultants Forum](#) launched last year to provide added value to physician executive and healthcare consultant members via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of both Forums that offers an affordable learning and networking opportunity. Dates and location for these programs are as follows:

Healthcare Consultants Forum Education Program

Sept. 12, 2014

Chicago Marriott O'Hare

More details available at ache.org/HCForum

Physician Executives Forum Education Program

Oct. 11, 2014

Hyatt Regency O'Hare

More details available at ache.org/PEForum

influence opportunity?

—Adapted from “Exercising Influence,” by B. Kim Barnes, www.exercisinginfluence.com.

Avoid Wasted Time to Boost Productivity

How much time does your organization squander? My colleagues and I gathered data about time use at one large company and found that people there spent 300,000 hours a year just supporting the weekly executive committee meeting.

Some of that time was productive, no doubt. But organizations in general can be remarkably cavalier about how they invest their scarcest resource, the time of their people.

How companies can use time effectively is just one piece of a larger and ultimately more important puzzle: how to increase the productivity of their people. Boosting human capital productivity (HCP), we have found, is a powerful and often-neglected pathway to better performance.

Our research quantifies what's at stake. Using a decade's worth of data for the S&P 500, we looked at revenue per employee, a crude but useful measure of HCP. Then we compared those figures with each company's financial performance. Since revenue per employee varies widely among industries, we confined our comparisons to companies in the same business.

The results jumped out at us. The best companies—those in the top quartile of revenue per employee—did 30 percent better than their peers in return on invested capital, 40 percent better

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. For more information, visit ache.org/Tuitionwaiver.

ACHE's 2014 Premier Corporate Partners

ACHE would like to recognize our 2014 Premier Corporate Partners, whose year-round support helps ACHE further its mission and adds value to our membership. Our Premier Corporate Partners demonstrate commitment to ACHE and its members in various ways, including providing financial resources, hosting networking events and offering educational opportunities. We are proud to recognize the following 2014

in operating margin and 80 percent better in revenue growth. Those differences contributed to a whopping 180 percent differential in total shareholder return over the 10-year period.

Predictably, the differences were larger in people-intensive businesses, like software development and smaller in capital-intensive industries such as semiconductor manufacturing. But the leaders in HCP outperformed the laggards in every industry, including healthcare. The difference in profitability, of course, makes a lot of sense—if you get more revenue per employee, chances are your costs are going to be lower than rivals and your profits higher. But higher HCP also goes hand in hand with significantly higher growth rates, a correlation easy to overlook.

Many business leaders intuitively understand the connection between HCP and performance, so companies around the globe have been trying for years to improve productivity. The most common approach is to cut head count and hope you can generate the same or more revenue with fewer people. But how often does that work? Many executives we talk to have led repeated restructurings, streamlinings and right-sizings in the years since the financial crisis, without much to show for it. At some point, most realize that they can no longer increase HCP by reducing the denominator of the revenue-per-employee calculation. Instead they have to focus on increasing the numerator: the output they get from each employee.

So how can companies increase the numerator? In our experience, the key is to look closely at five potential obstacles and assess where they stand on each one:

- A company's people may not be

ACHE Premier Corporate Partners:

- Aramark
- Cardinal Health
- CareFusion
- Conifer Health Solutions
- Philips Healthcare
- Trane Healthcare Practice

up to the job—the basic stock of human capital may lack the necessary skills to deliver great performance.

- The company may have good talent, but it deploys those people in ways that limit their effectiveness and output.
- The company may have great people and potentially effective teams, but its organizational structure interferes with high performance.
- The way people interact and communicate may require too much time for the level of output generated. (That’s where managing your scarcest resource comes in.)
- Finally, none of those may be the real issue—rather, it’s that your people aren’t sufficiently engaged or inspired to deliver their best work.

Take a look around you. Is anybody wasting your—or your organization’s—time?

—Adapted from “This Weekly Meeting Took Up 300,000 Hours a Year,” by Michael C. Mankins, Harvard Business Review Blog Network, <http://blogs.hbr.org>.

[Unsubscribe here.](#)



1 N. Franklin , Chicago, IL 60606