



## East Tennessee Healthcare Executives Affiliation

### 3rd Quarter Newsletter

Dear Members,

If you are like me it is hard to believe we are winding down Summer and approaching Fall! As we are heading into this wonderful time of year for living in East Tennessee (football and Fall foliage), I want to update you on a couple of topics.

First I am pleased to report we had a great turn out with our August 14<sup>th</sup> Tri-City Networking event! I would like to thank all of our members in the area for coming out to support ACHE and express interest in a possible Local Program Chapter (LPC) for the area. I also want to thank Parry Qualls and Bradley Folck for helping communicate and host the event. We had several Board members in attendance and had great discussion with the group on the potential ability to have Face to Face Educational topics in the area. We will be talking more and looking at some opportunities for this in 2015.

And second we are working with Board Member Joe Winick to have an LPC event for our members in the Chattanooga area this October, which you can read more about in this newsletter. As you may recall we held a Networking event there in April this year that began the ground work for this opportunity.

The ability to offer credits to our members who have to travel long distances (40% of our members are from the Chattanooga and Tri-City areas) has been an initiative for our Chapter for quite some time. As you hear more about these type opportunities please make efforts to participate, as this is what will make them successful.

In the meanwhile I look forward to seeing everyone at our next Face to Face educational series on September 10<sup>th</sup> in Knoxville. And as always if there is anything I can do for you please let me know.

Best Regards,

Jason Pilant  
ETHEA Chapter President

#### September 10th Meeting Reminder

**Please join us at our next ETHEA meeting, scheduled for Wednesday, September 10<sup>th</sup>. ETHEA will host an education session (approved for 1.5 hours of face-to-face credit), the topic for which is Care for the Uninsured and**



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

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

**ETHEA website**

<http://ethea.ache.org>

#### Save the Dates 2014

**October 16th -  
Chattanooga LPC  
Meeting**

**Underinsured.** We will discuss programs successful in developing an effective healthcare delivery system for the community's un/underinsured, organizational strategies to manage charity care versus "bad debt," and local programs available to assist healthcare organizations provide care for un/underinsured patients.

Our moderator for the discussion will be **Dr. Douglas Springer, Physician and President of the Tennessee Medical Association.** Dr. Springer will be joined by the following panelists:

**fr. John Geppi, Executive Vice President & Chief Financial Officer of Covenant Health**

**fr. David Hall, Senior Vice President & Chief Operating Officer of the University of Tennessee Medical Center**

**fr. Stephen McSween, Attorney with Egerton McAfee, Armistead & Davis, P.C.**

We look forward to seeing each of you at our next meeting beginning at 6:00 pm.

- **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

Chattanooga area members...please hold the date! We will be offering our first ACHE Face to Face education program (1.5 hrs.) "Walking the Public Reporting Minefield" in Chattanooga at the Mountain City Club on October 16th, from 6 pm to 8 pm. We will start with networking time then proceed to introduce our panel of speakers. We are working hard to make this a success as we would like to continue offer local programs where credit can be earned. We need your support. There will be a nominal charge of \$10 to help offset the cost of food and refreshments. More info to follow.

#### National News

#### Q3 2014

#### Join the Rainbow Healthcare Leaders Association

ETHEA works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity or disability because an inclusive environment can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health of society. This priority is reflected in the Chapter's various activities and initiatives.

The Rainbow Healthcare Leaders Association is a national organization with a mission to enhance the representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. RHLA is committed to focusing on disparities in care and preparing the next generation of LGBT healthcare executives. RHLA and ACHE have a shared interest in fostering the development of diverse healthcare leadership.

#### November 12th - ETHEA Meeting

#### December 4th - Knoxville Networking Event

Sponsored by:



#### Board of Governors Study Group

We would like to send a big "thank you" to the instructors who made our Board of Governors Study Group possible! All of the instructors prepared and delivered fantastic information regarding healthcare management. Good luck to all of the members who will be sitting for the Exam!

Join RHLA now and you will have access to the RHLA Mentorship Program and RHLA Forums, both of which will enable you to connect with other members in a meaningful and confidential environment. Members can share and receive feedback on business and personal issues that are important in their lives as they navigate their careers in healthcare.

For more information about RHLA membership or any of its programs, visit [rhla.org](http://rhla.org).

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

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 encouraging 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 ethical challenges and discuss the link between ethical decision making and organizational performance. Register now at [ache.org/Ethics](http://ache.org/Ethics).

If you missed the innovations program, “The Journey to Value-Based Care for Population Health: Sharing, Scaling and Replicating to Accelerated Results,” held in Washington, D.C., in early August, look for an article about the program in the January/February 2015 issue of *Healthcare Executive* magazine.

For more information on the Fund for Innovation in Healthcare Leadership and to donate, visit [ache.org/Innovation](http://ache.org/Innovation).

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#### **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](http://bogcommunity.ache.org).

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#### **Final Reminder: Physician Executives Forum Program**

The [Physician Executives Forum](#) launched last year to provide added value to physician executive members via tailored resources to meet the group’s unique professional development needs. A one-day education program is a cornerstone

benefit of the Forum that offers an affordable learning and networking opportunity. Dates and location for the program are as follows:

Physician Executives Forum Education Program  
Oct. 11, 2014  
Hyatt Regency O'Hare  
More details available at [ache.org/PEprogram](http://ache.org/PEprogram)

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### **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 ACHE Premier Corporate Partners:

- Aramark
  - Cardinal Health
  - CareFusion
  - Conifer Health Solutions
  - Philips Healthcare
  - Trane Healthcare Practice
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### **Postgraduate Fellowship Area of [ache.org](http://ache.org) Provides a Vital Resource to Healthcare Organizations and Entrants**

Postgraduate fellowships are essential to attract and develop highly qualified healthcare management professionals. ACHE offers robust online resources on postgraduate fellowships at [ache.org/PostGrad](http://ache.org/PostGrad) for organizations seeking to develop a postgraduate fellowship, organizations that want to find the best candidate and new healthcare management entrants looking for a fellowship opportunity. The site includes the Directory of Fellowships in Health Services Administration for organizations to post their fellowship opportunities and for students to find opportunities they want to pursue. Additionally, resources for organizations looking to start a fellowship include sample manuals, templates and checklists.

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### **Articles of Interest**

**Q3 2014**

**Understanding Your Leadership Style**

Understanding the way you lead is critical to success, and knowing that effective leadership for one team or field might not translate to another team or field is equally important. The complexity of the marketplace has prompted the importance of knowing your leadership style and discerning the style that a team will easily respond to. There are a plethora of leadership styles in the workplace, but the following six tend to be the most prominent in today's working environment:

1. *Charismatic*. This style can encompass a wide swath of personalities, but the common ingredient is that the energy ushered in by the leader is closely connected to the leader. Once the leader leaves a situation, the energy lingers behind. This style has been both praised and criticized, but it is clear there is value to those who bring energy to an organization with their sheer presence. A charismatic leader is an excellent vision-caster and can elicit a loyal and passionate following and increase the company's pace. The downside can be, some teams do not need to speed things up but rather need to slow them down, and occasionally this leader might not be detail oriented.
2. *Technician*. This leader displays both knowledge and skill and is the best producer of what an organization produces. The style is highly valued in cultures where competence is high in economic value. People who follow this style boast an impeccable reputation and also set the bar for the standard of work quality. However, the style can have limits in terms of being replicated; people are often left wondering, "How does he/she do it?" The value of quality is, of course, incredibly important, but there is a distinction between leading the best and being the best.
3. *Strategic*. This type of leadership connects the dots. People who tend to be global and conceptual thinkers embody this leadership style. They are not only able to see the end destination, but they also know the path to get there must be identified and paved. However, this style can also provide disappointment and setbacks, because this leader can see what could be, as well as what is not.
4. *Team builder*. In this style, leadership is by roles and unity. The style recognizes that you cannot just assemble any group of people and claim you have a team. These leaders look at people individually and find roles for them to fill. They also align these individuals so they make up a collective whole.
5. *Managerial*. Described as leadership by systems, this style focuses on doing things correctly and efficiently. Processes and systems are designed and understood so current operations function consistently. Though some would argue managers are not leaders, one must acknowledge that effective managers have a profound influence on those that surround them. At the same time, they have the capacity to lead a culture that prizes management, even at the expense of effectiveness.
6. *Directive*. Lastly, is leadership by control. Common during the Industrial Revolution, the command-and-control style has slowed down in popularity. However, an organization in crisis can thrive with a directive leader who steps forward and brings order out of chaos. Today, there is still a need for directive leaders.

Knowing your style allows you to function in an environment where that style will flourish. As a leader, it is important to understand your natural style as well as be aware of the potential weaknesses found in that style. This gives leaders the confidence and skills they need to lead. Effective leadership in today's diverse culture will require a team approach, and teams require diverse leadership styles. By employing the best leadership style for you and knowing when to adapt to other styles, you can effectively lead your team to success.

Adapted from Glenn Gutek's article in *Briefings Bonus* from [www.communicationsbriefings.com](http://www.communicationsbriefings.com)

## 7 Common Credibility Blind Spots

Some poor behaviors can be unintentional, but have the potential to derail your image. Being aware of these is critical, and once you identify them there are simple steps to eliminate these blind spots. In a hypercompetitive business world, the time to do that is now. Below you can find some of the most common blind spots:

*Using speech fillers.* These words include, “Um” and, “You know.” These fillers are plentiful in our culture, and the business world. To avoid this, use a tactical pause while your mind searches for the next word.

*Making extraneous movements.* Jiggling your knee, bobbing your head or shifting your weight can be distracting and irritating to others, and can weaken your personal power. Stillness portrays the message that you are calm and confident.

*Self-commenting.* This tends to be overreacting to a mistake that was made. For example, apologizing when stumbling over a word or using nonverbal reflexes. Doing so portrays your internal criticism as an external preoccupation. Remember that mistakes happen, so correct them and move on.

*Misplacing upward vocal inflections.* Using upward inflections that sound like question marks at the end of a sentence can be widespread and contagious. Be vigilant so as to not pick it up. To ensure this, occasionally read aloud with strong downward inflections.

*Making yourself smaller.* Most people try to make themselves smaller when they feel intimidated in order to avoid being an easy target. This can include placing your feet together, tucking your arms to the sides or pulling back on your volume. Practice optimal standing posture throughout the day—not just in important situations—to make it habitual.

*Masking your face and hands.* When people feel uneasy or put on the spot, they will occasionally mask their behaviors including crossing their arms or playing with their jewelry. Open your posture and engage your gestures at the start of every conversation. Practice this skill at company gatherings or networking events.

*Dropping eye contact.* Disengaging eye contact loses listeners. Keep your eyes on the horizon and give those listening the same respect you expect from them. Moving your eyes to the side momentarily to gather your thoughts is fine, but make sure when speaking to maintain direct eye contact.

Adapted from Cara Hale Alter’s article in *Briefings Bonus* from [www.communicationsbriefings.com](http://www.communicationsbriefings.com)

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