



East Tennessee Healthcare Executives Affiliation

4th Quarter Newsletter

ETHEA Members,

I cannot believe the year is drawing to an end. I want to thank you for allowing me to serve as Chapter president this year. I was honored to get this opportunity to support our members and attempt to provide you benefit for being part of this wonderful organization.

As I reflect on the past months I am so proud of the opportunities gained and accomplishments achieved this year. We have also been able to complete several of our strategic plan goals (you can review in our metrics below), which puts our chapter in a position to make great strides into the future.

I want to thank the participation of our existing members and welcome all our new members for 2014. I especially want to take this time to appreciate our fantastic Board, who have set high performance standards for our Chapter including ACHE National Excellence Indicators (In Member Satisfaction and Membership Growth).

It is an exciting time for ETHEA. As I move into a Past-President role I plan on staying very engaged as a Board and Chapter member. In that, I want to give *each of you* a challenge for 2015, which is to make every effort to attend as many educational and networking events this next year as possible (there will be several). Please take advantage of occasions for fellowship, volunteerism, mentoring, and lifelong learning as we all should as Healthcare Professionals in this ever changing industry.

Happy Holidays and Best Wishes!

Jason Pilant
ETHEA Chapter President



American College of
Healthcare Executives
for leaders who care®

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

www.ache.org

ETHEA website

<http://ethea.ache.org>

East Tennessee Healthcare Executive Affiliation						
Corporate Performance Objectives		End-of-Year		Current Year		
Objective	Measure	2012 Actual	2013 Actual	2014 Objective	2014 Actual-to-date	2014 Variance
Achieve a 4.0%	New Members					

net increase in Members and Fellows by the January 1, 2015 census	and lapsed Members and Fellows from prior years	33	48	57	78	21
Achieve the advancement of 620 Fellow designates by December 31, 2014	Members who have passed the Board of Governor's Exam	4	4	5	6	1
Achieve a 3.0% increase in 2014 attendance at chapter education and networking events over 2013 attendance	Attendance at chapter events	203	186	192	474	282
Award of Chapter Excellence Indicators						
		End-of-Year		Current Year		
Indicator	Measure	2012 Actual	2013 Actual	2014 Standard	2014 Actual-to-date	2014 Variance
Member Satisfaction	Mean satisfaction score	7.5	7.2	3.9	4.0	0.1
Education & Networking Performance	Indexed attendee hours	1.3	1.2	10.4	3.0	(7.4)
Net Membership Growth	Percent increase in total chapter membership	(1.9)%	3.0%	11.3%	15.4%	4.1%
Advancement of Eligible Members	New Fellow designates or Fellows as percent of eligible pool	5.1% N=5	6.1% N=6	9.6% N=10	7.0% N=7	(2.6)%

Supplemental Chapter Performance Data		End-of-Year		
Indicator	Type	2012 Actual	2013 Actual	2014 Actual-to-Date
Members eligible to advance	Membership	99	100	100
Total chapter membership	Membership	303	312	360
Total Fellows	Membership	91	95	95

in chapter				
Percent Fellows in chapter	Membership	30%	30%	26%
Membership retention rate	Membership	86%	84%	88%
Total chapter events	Events	5	7	21
Total programming hours	Events	10.0	13.5	39.0
Total attendee hours	Events	406.0	362.5	929.0

January 14th Meeting Reminder

Please join us at our next ETHEA meeting, scheduled for Wednesday, January 14th. ETHEA will host an education session (approved for 1.5 hours of face-to-face credit), the topic for which is “Implementing the Principles of Patient-Centered Care”. Patient-Centered Care (PCC) has emerged as a way for healthcare organizations to achieve better quality and lower costs. This approach considers the patients’ cultural traditions, their personal preferences and values, their family situations, and their lifestyles. It makes the patient and their loved ones an integral part of the care team who collaborate with healthcare professionals in making clinical decisions and ensures that transitions between providers, departments and health care settings are respectful, coordinated and efficient. When care is patient centered, unneeded and unwanted services can be reduced. A truly patient-centered health care system may provide higher quality healthcare, improve patients’ experiences and increase efficiency.

Our moderator for the discussion will be Mr. David Hall, Senior Vice President & Chief Operating Officer at the University of Tennessee Medical Center. Mr. Hall will be joined by the following panelists:

Mr. Don Lighter, M.D., MBA, FAAP, FACHE - Director, The Institute for Healthcare Quality Research and Education
 Mr. David McMillan, CPA - Principal, Pershing Yoakley & Associates
 Ms. Allison Rainey, APRN, FNP-BC - Care Coordination Manager, Summit Health Solutions

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

Save the Dates 2015

**January 14th -
Integrating the
Principles of Patient-
Centered Care
(Knoxville)**

**February 5th -
Integrating the
Principles of Patient-
Centered Care (Tri-
Cities)**

**March 11th - Financial
Implications: The Push
from Inpatient to
Outpatient Care (joint
meeting with HFMA in
Knoxville)**

**May 13th - Service-
Line Development
(Knoxville)**

**July 8th -
Implementing Strategic
Plans for Successful
Operations (Knoxville)**

**September 9th -
Physician-Hospital
Integration in the 21st**

Tri Cities Update

We are excited about the future potential of the Local Program Chapter of ETHEA here in the Tri Cities. We had a local networking event at the Battery in Johnson City, TN in August with a great local turnout. The Board of Directors for ETHEA has heard the response of our members and is dedicated to offering more Face to Face educational opportunities in the Tri Cities. Our first Face to Face event will shadow the January event in Knoxville on "Integrating the Principles of Patient-Centered Care" and is scheduled for February 5th, 2015 at 6:00 PM. The event location TBD will be updated in January. Please mark your calendar for this event and make plans to attend.

FACHE Spotlight

As a new feature in our newsletter, we will be highlighting one Fellow in the American College of Healthcare Executives. We hope that this feature will allow you to get to know your fellow ETHEA members better as well as illustrate the value of both the FACHE credential as well as being a member of ACHE.

Our first FACHE to be spotlighted is Jeremy Biggs.

Background

Jeremy Biggs, Chief Administrative Officer for Cumberland Medical Center, joined Covenant in October of 2011. He also served as interim president of Morristown-Hamblen Healthcare System and President for Thompson Cancer Survival Center. His previous work experience includes president of Mercy Medical Center North in Knoxville since 2007; part of the Mercy Health System and Catholic Health Partners System. Prior to that time, he served as the assistant administrator for St. Mary's Medical Center of Campbell County and as the assistant vice president of business development and planning. He is a graduate of the Medical College of Virginia/Virginia Commonwealth University with a Master of Health Administration and holds a Bachelor of Science in Business Administration from the University of Tennessee. He is a fellow of the American College of Healthcare Executives, past president of the East Tennessee Healthcare Executives Affiliation and the 2009 recipient of the Regent's Award for Young Healthcare Executive of the Year. He is also a member of the Healthcare Financial Management Association, the 2010 class of Leadership Knoxville and a recipient in 2007 of the Knoxville Business Journal's "40 Under 40". Mr. Biggs' involvement in community organizations has included the Wellness Community, the United Way of Greater Knoxville and the American Heart Association.

How has membership in ACHE and ETHEA benefited your career?

I have been a member of ACHE since around 1997 and a member of ETHEA since 1998. I currently serve as the Chairman of the High Education Committee for ACHE. ACHE and ETHEA has provided quality educational programs and networking opportunities throughout my career and has been instrumental in my professional growth by expanding my knowledge, competency and leadership in healthcare.

Century (Knoxville)**November 11th -
Telemedicine in the
Healthcare Delivery
System (Knoxville)**

Sponsored by:



Strategic Plan Summary

The following items are ETHEA's Strategic Plan items for 2015 as developed by the Board with input from the Chapter. These items were presented to the Chapter at the November 2014 meeting.

Knoxville Programming

- (6) local programs—Face to Face
- (4) local networking events (I.E. Bonefish)
- (1) charity event
- Combined meetings with HFMA and one other outside organization

Chattanooga Programming

- (2) local programs—Face to Face

Tri-cities Programming

- (1) local program—Face to Face (1st Quarter)

Membership Goal

- Increase to 375 members across East Tennessee

Sponsorship Goal

- Raise \$5,000

Professional Goals

- Provide quality programs for Face to Face credit
 - Provide opportunities for early careerist to engage with senior leaders
 - Provide information to students about membership
 - Enhance diversity among the membership
 - Recognize area leaders for their involvement and participation
 - Develop a culture of community health
 - Educate the community on Healthcare Issues
-

New Members and Fellows

Please take a moment to welcome and congratulate our newest members and Fellows from the 4th quarter 2014!

New members		
Name	Title	Company
Timothy W. Attebery		
Michael E. Bettinger		
Woods Blake, MD	CQO	Erlanger Health System

Charles L. Campbell Jr., MD	Physician	Erlanger Health System
Lisa Cantwell	Director of Pharmacy	Lakeway Regional Hospital
Brian C. DeBusk, Ph.D.	CEO	DeRoyal
Kimberly M. Frazier	CNO	Capella Healthcare
Rod H. Harkleroad II	CEO	LifePoint Hospitals
Bruce K. Komiske	Vice President of New Hospital Project	Erlanger Medical Center
Jim Marshall		
Cathryn Phillips, RN	ED Clinical Administrator	Erlanger Health System
Alison T. Shaw	Associate General Counsel	Erlanger Health System
Donna Taylor		
Susan Warden		
Jennifer D. Weldon	Chief Financial Officer	Highlands Medical Center
Jeffrey Woodard	Senior Vice President/Chief Legal Officer	Erlanger Health System
Maria J. Merrill		

New FACHEs
Name
Daniel L. Gilbert, Ph.D.
Joseph F. Mazzo
Daniel B. Snyder III
Matthew Stuart, CPA

National News

Q4 2014

Save the Date for the 2015 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 2015 Congress on Healthcare Leadership, "Healthcare in Motion, Leadership Center Stage,"** will be held **March 16-19 at the Hilton Chicago/Palmer House Hilton.**

More than 4,000 healthcare leaders attended the 2014 Congress on Healthcare Leadership. Join us in 2015 and be part of the dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides:

- Education on current and emerging issues
- More than 140 sessions of practical learning from healthcare's top leaders
- Opportunities to connect with your peers
- Career-enhancement workshops

The opening date for Congress 2015 registration and to reserve hotel accommodations is Nov. 12, 2014.

Apply for a Tuition Waiver

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

ACHE makes a limited number of tuition waivers available to 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
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, with the exception of 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.

Management Innovations Poster Session

ACHE would like to invite interested individuals to submit abstracts of their posters for consideration for the 31st Annual Management Innovations Poster Session to be held at ACHE's Congress on Healthcare Leadership. We are interested in innovations on issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or

physician satisfaction, the implementation of electronic medical records, uses of new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters on Monday, March 16, between 7 a.m. and 8 a.m. Posters will remain on display from March 16–18, 2015 at Congress. Please go to ache.org/CongressPosterSession for the full selection criteria. Abstracts should be one page in length and submitted as an email attachment to PosterSessions@ache.org by **Jan. 20, 2015**.

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 so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include the [Exam Online Community](#), [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#), are designed to be supplements to other available Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

- The Exam Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. The community was recently redesigned, and its new look and streamlined navigation features are intended to enhance the member experience in utilizing this study tool. Participants can discuss Exam topics with experts and have the option to participate in study groups. Interested Members may join the Exam Online Community at bogcommunity.ache.org.
 - The *Reference Manual*, found at 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. 11. Register online at ache.org/FACHE.
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Thomas C. Dolan Executive Diversity Program Scholars Selected

Six scholars have been selected for the 2015 Thomas C. Dolan Executive Diversity Program. The year-long program will help further prepare these mid- and senior-level careerists in advancing to higher leadership roles. 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. The scholars and their respective organizations are:

Larry D. Chadwick, executive director, Heart and Vascular center, Akron (Ohio) General Medical Center.

Marlaina Jackson, director, patient relations and spiritual services, Froedtert Hospital/Froedtert Health, Milwaukee.

Maximilian Julian, FACHE, managing director, Mount Sinai Health System, New York.

Akindele Majekodunmi, MD, chief medical officer, EveryPatient Inc.,

nbridge, Mass.

Stephany N. Vaioleti, FACHE, NHA, chief executive officer, Kahuku (Hawaii) Medical Center.

Raul H. Zambrano, MD, chief of staff, West Texas VA Health Care, Big Spring, Texas.

The Thomas C. Dolan Executive Diversity Program was established by the Foundation of the American College of Healthcare Executives to honor Dolan—who served as president and CEO of ACHE from 1991-2013—for his long-standing service to the profession of healthcare leadership and to further his strong commitment to achieving greater diversity among senior healthcare leaders. Scholars will receive tuition to attend ACHE's most notable educational offerings, including the 2015 Senior Executive or Executive Program and ACHE's 2015 Congress on Healthcare Leadership. Enhanced self-awareness, critical leadership skills and an expanded network of leaders will prepare scholars for their future roles.

For more information about the selected scholars and the Executive Diversity Program, visit ache.org/ExecutiveDiversity.

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. Encouraging your chapter members to take the next step in advancing their career by achieving Fellow status benefits their professional goals and the healthcare management profession as it demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field. The minimum requirements to submit a Fellow application include: Being an ACHE Member; a Master's or other advanced degree; a healthcare management position with a minimum of two years healthcare management experience; three references from current Fellows (one of which must be a structured interview); and a copy of the Member's current job description, organizational chart and resume. Upon submitting the application, applicants have three years to complete the remaining requirements for advancement to Fellow.

Fellow applicants who successfully meet all requirements by Dec. 31, 2014, including passing the Board of Governors Examination, will be eligible to participate in the 2015 Convocation Ceremony at the 2015 Congress on Healthcare Leadership.

Direct your members to ache.org/FACHE to review all requirements and to apply.

ACHE Nominating Committee 2015 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 14, 2015, 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 14. The 2015 slate is as follows:

Nominating Committee Member, District 2 (two-year term ending in 2017)

John M. Hauptert, FACHE
President/CEO

Grady Health System
Atlanta

Nominating Committee Member, District 3 (two-year term ending in 2017)

Brian C. Doheny, FACHE
IT Director
Humana
Louisville, Ky.

Nominating Committee Member, District 6 (two-year term ending in 2017)

CAPT Anne M. Swap, FACHE
Virginia Beach, Va.

Governor (three-year term ending in 2018)

Col James J. Burks, FACHE
San Antonio

Governor (three-year term ending in 2018)

Valerie L. Powell-Stafford, FACHE
COO
Blake Medical Center
Bradenton, Fla.

Governor (three-year term ending in 2018)

Heather J. Rohan, FACHE
CEO
TriStar Centennial Medical Center
Nashville, Tenn.

Governor (three-year term ending in 2018)

Henry Ruberte, FACHE
CEO
San Gerardo Hospital
San Juan, Puerto Rico

Chairman-Elect

Edward H. Lamb, FACHE
Division President, Western Division
IASIS Healthcare
South Jordan, Utah

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. Nominations must be received in the ACHE headquarters office (American College of Healthcare Executives, 1 North Franklin Street, Suite 1700, Chicago, IL 60606-3529) 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:

Gayle L. Capozzalo, FACHE
Cheray T. Burnett, FACHE

Thomas S. Elmore, FACHE
Ted W. Hirsch, FACHE
Fred B. Hood, FACHE
Barbara L. Knutzen, FACHE
Lt Col Gigi A. Simko, FACHE
Diana L. Smalley, FACHE

Articles of Interest

Q4 2014

The Secrets to Career Fulfillment

Come Monday morning, employees can yearn for the upcoming weekend and feel unmotivated and unhappy. However, research shows having a positive attitude about the week can greatly increase the success level and feeling of content for employees. In a survey of 850,000 people conducted by The Conference Board—a research group—researchers found those satisfied with their jobs tend to start the week off energized and motivated. Below are a few things fulfilled employees do differently.

Cut Back on the Small Talk

Matthias Mehl, a psychology professor at the University of Arizona, found people who engage in deep discussions, as opposed to small talk, are happier. This is because human beings are driven to find and create meaning in their lives. People who are more talkative can make themselves happier and more successful by focusing their discussions on substantive work issues and cutting back on short, meaningless conversations. You should strive to incorporate just one more thoughtful conversation each day regarding a work issue and avoid at least one small-chatter session.

Avoid People Who Complain

Typically, there tends to be a group of people who complain about many aspects of their employing organization. However, complaining with no solution in mind is a dangerous habit. Sometimes just thinking more positively can create a better outlook on your position and organization. Search out ways to be authentically positive such as praising a coworker's accomplishment or a team's achievement of project goals.

Make Every Assignment a Challenge

Start looking at each large project not only as a way to get things done but as an opportunity to learn and expand your skill set. Doing more than what is required, such as researching industry trends related to the project, talking with colleagues for best practices and creating innovative ideas, can improve both your project and your organization. The amount and quality of work you contribute to your company will likely be valued, and even on the slim chance it's not, intrinsically you will feel better about yourself by knowing you gave a project your all.

Find a Strong Mentor

Every great employee needs that extra push to acknowledge what he or she is truly capable of. This typically means finding someone who can instruct, guide and push you to be your best. Obtaining a mentor, whether that be a boss, senior colleague or even a family member, can help you to excel in your work. To find someone who will be the most beneficial to you, ensure there is trust in the relationship, the proposed mentor has sufficient time and there is good chemistry. Once a mentorship is created, ask the coach to help you understand what success looks

like; and have him assess your strengths and weaknesses and define the next steps in your career.

Stay Committed

Some people looking for lifetime fulfillment will leave their jobs or stray from a secure path in order to find themselves. However, before jumping ship, a recommended strategy is to try to bring a purpose to your current role. Take a long look at your position and find what differences you could make in your role or what you could do to challenge yourself more. Have regular conversations with managers, peers, family members and mentors who can give a valuable opinion. Also consider activities outside of work such as volunteering or new hobbies to obtain greater fulfillment.

—Adapted from “5 Stealth Ways to Make Monday Better,” by Chester Elton, www.inc.com

Managing a Workforce of Multiple Generations

For the first time in history, five generations—traditionalists, baby boomers, millennials, Gen X and Gen 2020—will soon be working side by side. Whether this multigenerational working environment feels productive and energizing or challenging and stressful is up to the organization’s leadership. Ideas to keep in mind are how to relate to employees from different age groups and how to motivate and encourage employees.

Straight From the Experts

As people work for longer periods of time, internal career paths start to change. It’s becoming common to see someone younger managing someone older, which can lead to tension on both sides. “It’s important to be aware of general tension among colleagues,” says Jeanne C. Meister, a founding partner of Future WorkPlace—an executive development firm. “It’s your job to help your employees recognize that they have distinct sets of different things they bring to the table.”

Don’t Dwell on Differences

Generational stereotypes abound both inside and outside of the working environment. However, creating generation-based employee affinity groups is not beneficial to your organization, instead get to know each person individually as opposed to lumping them into a group with people their age.

Build Beneficial Relationships

Managing someone older than you can seem like a daunting task, but it’s something the military routinely practices. The way to make this successful is to make the older employee a partner—involve them in everything you do, as well as hearing them out. You’re still making the decisions, but this way they feel involved. This type of collaborative effort also works well in managing workers in their 20s. Encourage debate to ease the transition from school to the workplace.

Study Your Employees

By studying the demographics of your employees, you can determine what they want out of their jobs and how these desires differ (or not) from generation to generation. Conducting a survey inquiring about communication styles, career goals and other topics is a low-cost way to get a pulse on your workforce. Figure out what matters to different groups of employees and what you can do to attract younger or more experienced workers; it’s an easy way to discover potential

generational career issues.

Engage in Cross-Generational Mentoring

Pairing younger workers with experienced employees to work on business objectives—typically revolving around technology—is becoming more prevalent in companies across the nation. The younger employee can teach the older worker about social media, while the seasoned employee can share institutional knowledge with the young worker. Studies show colleagues learn more from each other than they would in formal training. Mixed-age work teams are another way to foster cross-generational mentoring.

Consider Work Goals

Keep in mind where your employees are at in their lives and what their needs are when it comes to inspiring and incentivizing them. Younger people may not have many outside responsibilities—they are motivated by new experiences and opportunities. Employees in their 30s and 40s often have children and mortgages and need flexibility as well as advancement opportunities; while those at the end of their careers may not be as interested in training but would enjoy a strong work-life balance. Understanding these desires will go a long way in figuring out how to challenge and motivate employees.

—Adapted from “Managing People From 5 Generations,” by Rebecca Knight, *Harvard Business Review* Blog Network

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