



## East Tennessee Healthcare Executives Affiliate

### 1st Quarter Newsletter

#### Message from the President

ETHEA Members,

The board and I would like to thank you for an excellent year in 2014!! We are excited to announce that our chapter received the ACHE Award of Chapter Distinction. In order to qualify, our chapter had to meet two of the four performance standards. Our chapter achieved our goals for **Level of Member Satisfaction** and **Net Membership Growth**. I would like to personally thank Jason Pilant (2014 ETHEA President), the board, and our membership for their dedication in striving to make our organization the premier professional society in East Tennessee for healthcare executives dedicated to improving healthcare delivery.

I am excited to announce that our chapter has already offered local educational opportunities for our members in Chattanooga, Knoxville, and the Tri-Cities. Our goal for 2015 is to provide (9) Face to Face programs, (4) local networking events, and perform (1) charity project. Our board developed a strategic plan around enhancing the quality of our programs, opportunities for early careerists, recognizing area leaders, developing a culture of community health, educating the community on healthcare issues, and broadening diversity among our membership.

Our board would like to challenge you to bring a colleague to one of our meetings this year and provide feedback. We appreciate your support in 2015, and invite you to join our efforts to make ETHEA the best local chapter of ACHE.

Respectfully,

Michael C. Hatmaker  
2015 ETHEA President

#### Upcoming Events

##### Chapter Meeting:

Please join us at our next ETHEA meeting, scheduled for **Wednesday, March 25th at 6:00 pm at Calhoun's on the River** in Knoxville. ETHEA, along with the Tennessee Healthcare Financial Management Association (HFMA), will host an education session (approved for 1.5 hours of Face-to-Face credit), the topic for which is **Financial Implications: The Push from Inpatient to Outpatient Care**. The prospect and implementation of significant healthcare reform, partly as a result of the ACA, has caused healthcare organizations to reconsider their strategy and policies as they relate to revenue, volume, clinical operations, and human resources. Healthcare organizations - especially hospitals and ambulatory care centers - have witnessed a changing financial landscape as it relates to the healthcare reform policies.

Calhoun's on the River is located at 400 Neyland Drive in Knoxville. Free parking is available. We will meet in the banquet space upstairs. ETHEA will provide heavy hors d'oeuvres and beverages. A cash bar is also available. **The cost of the program is \$10 per person.** Payment may be made via cash or check.

##### Networking Event:

Please drop-in between **5:30 pm and 7:30 pm at Bonefish Grill** on Bearden Hill in Knoxville on **Thursday, April 16th**. Bonefish Grill is located at 6610 Kingston Pike. Appetizers will be provided.

##### Additional Scheduled 2015 Events:

- May 13th Chapter Meeting in Knoxville

- July 8th Chapter Meeting in Knoxville
- September 9th Chapter Meeting in Knoxville
- November 11th Chapter Meeting in Knoxville

## Chapter Sponsors

These chapter events are made possible, in part, thanks to the sponsors below:

### Gold Sponsors



### Silver Sponsors



### Bronze Sponsors



For information regarding sponsorship benefits, [click here](#).

## FACHE Spotlight

We are continuing the new feature started in the previous newsletter, which highlights an ETHEA member who is a Fellow in the American College of Healthcare Executives. We hope to introduce you to your fellow ETHEA members and illustrate the value of both the FACHE credential as well as membership in ACHE.

In this issue we are spotlighting **Vanda Scott, RN, MSN, EdD, FACHE**.

### Vanda's Background

Vanda has served in many roles throughout her 35 year healthcare career. Vanda began as a nursing assistant in Tuscaloosa, Alabama, and currently serves as the CEO for two Select Specialty LTAC (Long Term Acute Care) Hospitals in Knoxville, Tennessee. Along the way, Vanda worked as an ER nurse, Nurse Manager at a Poison Control Center, entrepreneur of a free-standing emergency clinic, Director of Nursing, VP of Patient Care Services, Consultant, author, and COO.

Vanda moved to Knoxville in 1991 to work as a nursing Director at Ft. Sanders. One area for which she had oversight was the ICU. Vanda recognized patients with extended hospital stays and knew the patients' would be better served in a different environment. Vanda learned about LTACs and was instrumental in the negotiations to bring the first LTAC to Knoxville. Several years later, in 2000, she joined the Select Medical team, serving at first as an interim CEO at facilities around the country, then in her current CEO position in Knoxville.

Vanda received a Bachelor's degree in Nursing from the University of Alabama, a Master's degree from University of Alabama Birmingham, and a Doctorate from the University of Alabama. She received her FACHE in 2001. Vanda received the Regent's Award for Senior Healthcare Leader in 2008 and the ACHE Exemplary Service Award.

Vanda served as the Regent for Tennessee from 2009 to 2012. Vanda is currently serving as an ACHE Governor. Vanda's three-year term is ending this March. Vanda has also served the ETHEA chapter as a board member, Program Chair, Secretary, Treasurer, President-Elect, and President. At the state level, Vanda served on the Regents Advisory Council. Nationally, she served as a member and Chairperson of the Board of Governors Exam writing committee, as well as the Credentialing Committee. In addition to ACHE, Vanda is involved with the Tennessee Organization of Nursing Executives, and in 2008 was awarded their Leadership Award.

While admittedly cheering for the Crimson Tide, Vanda is married to a Tennessee Volunteer and cheers for the Tennessee Vols too (except for the 3rd weekend in October). Outside of work, Vanda has learned to fly airplanes, she creates stained glass artwork, and is currently enjoying motorcycling with her husband, Ken.

**Vanda, how has membership in ACHE and ETHEA benefited your career?**

"ACHE has benefited both my career and me personally. For me, it is all about the relationships. I have been involved with ACHE most of my professional career. I am certain that having my FACHE credential early in my career allowed me opportunities that I would not have otherwise been afforded. But, what I remember the most, and treasure the most, are the marvelous people I have met over the years, all across the country. I have laughed with them and learned from them. I am proud to call so many of them friends. I cannot imagine a healthcare career without ACHE."

**ACHE News**

**National News**

**Q1 2015**

**Register Now 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. New this year are HAPTalks — eight healthcare topics with eight speakers on stage for eight-minute presentations.

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).

**ACHE Senior Executive Program**

The Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have included senior directors, vice presidents, COOs, CNOs and CFOs — many of whom aspire to be a CEO. The program consists of three sessions, each two-and-a-half days in length. Locations and dates are as follows: Chicago (June 8 – 10), San Diego (Aug. 24 – 26) and Orlando, Fla. (Oct. 19 – 21).

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

Enrollment is limited to 30 healthcare executives. A limited number of partial scholarships, underwritten in part by Toshiba America Medical Systems Inc., are available for those individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Darrin Townsend, program specialist, at (312) 424-9362, or visit [ache.org/SeniorExecutive](http://ache.org/SeniorExecutive).

**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 three multiday sessions. The program will cover relevant topics, such as improving patient safety and clinical quality, understanding physician integration strategies, appraising personal leadership, managing disruptive behavior, improving talent development, understanding hospital governance and conflict management and measuring financial success.

The Executive Program will be held at the following locations and dates: Chicago (June 8-9), San Diego (Aug. 24-26) and Orlando, Fla. (Oct. 19-21). Participants will attend all three sessions.

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

#### **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 those received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision no 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).

#### **ACHE Call for Nominations for the 2016 Slate**

ACHE's 2015–2016 Nominating Committee is calling for applications for service beginning in 2016. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any 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 1 (two-year term ending in 2018)
- Nominating Committee Member, District 4 (two-year term ending in 2018)
- Nominating Committee Member, District 5 (two-year term ending in 2018)
- Four Governors (three-year terms ending in 2019)
- Chairman-Elect

Please refer to the following district designations for 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, 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, 2015. All correspondence should be addressed to Diana L. Smalley, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

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, 2015, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 29, 2015.

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).

### **Physician Executives and Healthcare Consultants Forums**

ACHE's Physician Executives Forum and Healthcare Consultants Forum enhance value for physician executive and healthcare consultant members through a package of benefits tailored to their unique professional development needs.

The Physician Executives Forum offers education, networking and relevant information that address the top issues physician executives face, such as leading quality initiatives and enhancing interdisciplinary communication skills. Benefits include a special designation on ACHE's online Member Directory, e-newsletter and the opportunity to participate in ACHE's exclusive LinkedIn Group. Physician executive members with an MD or DO credential are encouraged to visit [ache.org/PEForum](http://ache.org/PEForum) to learn more about the Forum's benefits and to join.

The Healthcare Consultants Forum can help healthcare consultants stay ahead of the curve and more effectively meet client needs through targeted resources. Benefits include a special designation on ACHE's online Member Directory, e-newsletter and the opportunity to participate in ACHE's exclusive LinkedIn Group. More information is available on [ache.org/HCForum](http://ache.org/HCForum), where interested consultant members can join.

The cost of membership in both Forums is \$100 per year, in addition to ACHE annual dues.

### **Board of Governors Exam Fee Waiver Promotion 2015**

ACHE is pleased to once again offer the Board of Governors Exam fee waiver promotion to ACHE Members who apply for the FACHE credential between March 1 and June 30, 2015. 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, 2015, to receive the waiver.

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

### **ACHE's Leader-to-Leader Program**

By sharing the value of ACHE membership with your colleagues through encouraging them to join or advance to Fellow status, you can earn points to obtain rewards such as gift certificates towards ACHE education programs, clothing, coffee mugs, clocks and even a chance to be entered into a raffle for a free Congress registration when three or more are sponsored.

Each time a person joins ACHE or advances to Fellow status and lists your name as a sponsor on the application, you earn a point. The more points you earn the more rewards you can earn. Points expire on Dec. 31 of the following year when they were earned (e.g., a point earned on June 6, 2015, will expire on Dec. 31, 2016). You can check your point balance on the My ACHE area of [ache.org](http://ache.org). To ensure colleagues reference you, referral cards are available that can be passed out so you receive the credit you deserve.

When you help grow ACHE, you make a strong statement about your professionalism and leadership in the healthcare field and also strengthen the organization.

For more information on the program, go to [ache.org/I2I](http://ache.org/I2I).

### 2015 Premier Corporate Partners

The American College of Healthcare Executives is proud to recognize and thank our 2015 Premier Corporate Partners. The funding ACHE receives from our Corporate Partners helps to support our high-quality programs. Please thank our Corporate Partners for their commitment to ACHE and helping us advance healthcare management excellence.

- [Aramark](#)
- [athenahealth](#)
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- [Cerner](#)
- [Conifer Health Solutions](#)
- [Philips Healthcare](#)
- [The Risk Authority—Stanford](#)
- [Trane Healthcare](#)

### 2015–2017 Strategic Plan

At the November Board of Governors meeting, the Board approved the 2015-2017 Strategic Plan. In drafting the plan, ACHE reached out to members, chapter leaders and Regents, as well as newer segments of ACHE's membership and thought leaders in the field, to learn how ACHE can best serve you in the rapidly evolving healthcare environment.

As changes in healthcare unfold, we will continue to offer top-notch educational programs as well as research, books, magazines and journals with insight from experts on topics that are vital to your success. We also will expand our 45,000-member community to include professionals from across the continuum of care, physician executives and other clinical leaders. In doing so, we will help prepare a new cadre of healthcare leaders. Together, we can provide greater value to our patients and communities.

ACHE will deliver innovative products and meaningful new solutions to keep you on the leading edge. Our 2014 professional development task force identified emerging competencies critical to healthcare leaders' current and future success. As a result, ACHE will debut a number of new educational offerings this year on topics such as breakthroughs in value-based care models, population health management and leading in a changing environment.

New challenges and uncertainties test us as we work as a profession toward better health for all. ACHE is keeping a pulse on our environment, expanding resources and growing our community to help you meet those opportunities head on.

For detailed information on the plan, head [here](#).

### Registration Open For 2015 IHF World Hospital Congress in Chicago

Together with the International Hospital Federation, the American College of Healthcare Executives and the American Hospital Association are pleased to joint host the [IHF 39th World Hospital Congress](#) in Chicago. The congress, "Advancing Global Health & Health Care," will be held Oct. 6–8, 2015, at the Hyatt Regency Chicago.

The IHF World Hospital Congress is the world's unique forum where decision makers from regional and national healthcare federations, hospitals and healthcare organizations are brought together to engage in dialogue and exchange experiences, ideas and knowledge on leadership best practices in hospital and healthcare management and delivery of services.

Conference sessions at the 2015 congress will focus on topics such as equity and access to care; patient and community engagement; quality and safety; innovation in healthcare delivery; and ethics. Attendees also will get a behind-the-scenes look at several leading Chicago-based healthcare organizations. Visit [WorldHospitalCongress.org](#) to learn more and register.

### Articles of Interest

#### Articles of Interest 2015

### Eliminate These Poor Listening Habits

To be successful in the workplace, it is imperative to be a strong listener. Listening enables leaders to not only take in information objectively before analyzing the information and using it to make decisions, but also to show respect to the person speaking. If the below habits sound familiar, work to eliminate them.

- **Daydreaming.** Drifting off as another person is speaking can lead to embarrassing moments of continually asking, “What did you say?” Stay engaged during the conversation, and ask relevant questions as the speaker delves into the topic at hand.
- **Critiquing.** When assessing a speaker’s appearance, clothing or habits, it’s difficult to hear the message he or she is trying to convey. Focus on maintaining good eye contact to trigger your ability to concentrate. The other person’s appearance is always less important than his or her message, and it is important to be respectful to the speaker.
- **Rehearsing.** Considering your rebuttal to a specific point and forming an article in your head prevents you from focusing on the speaker’s presentation as a whole. This practice will only hurt you in the long run. You’ll miss important points of the conversation and will only be able to speak to one aspect of what was said instead of the presentation as a whole. Take notes during the presentation and form your opinion as you go. Once the speaker is done, take a moment to compose yourself and use your notes to craft your own speech.
- **Placating.** This involves giving the appearance of being an engaged listener by nodding and agreeing with whatever you hear without actively engaging in what is being said. A strong listener pays attention and challenges the speaker when necessary. Focus on the presentation and actively listen, instead of pretending.

—Adapted from *Communication Solutions* December 2014 newsletter, [www.communicationbriefings.com](http://www.communicationbriefings.com)

### Five Methods to Engage a New Employee

According to PwC Saratoga’s *Human Capital Effectives Report 2013/14*, 22 percent of new employees leave within their first year. Successfully engaging a new hire increases retention rates and can go a long way to increasing employee engagement. Below are five ways to successfully welcome a new hire.

- **Show Your Appreciation for New Hires.** Changing jobs and starting fresh can be intimidating, especially if there is a probation period involved. New employees are searching for assurance that employers recognize their talent and are excited to have them on board. Let new hires know you are interested in seeing how they can shape the future of the company. Everyone needs to feel valued, even in some small way.
- **Connect the Dots.** A key contributor to job satisfaction is the feeling employees have of being part of something bigger. Work to make the connection between your employees’ skills and the goals of the organization. A new employee orientation—either formal or informal—is a way to relate the company’s mission, vision and goals to the skills and experiences of the new hire.
- **Dole Out Relevant Projects Immediately.** Assigning a new hire a project that plays to their strengths and builds their competencies directly upon their start date allows employees to quickly integrate within the organization. Helping them to achieve instant success will also increase their credibility with clients and colleagues.
- **Create a New Employee Ambassador Position.** Having HR or a hiring manager appoint someone within the company to show the ropes to a new hire can be incredibly successful. However, it is important this person has both the time and inclination to take on such a project. Pick a corporate cheerleader who will help to make the new employee feel at home.
- **Appoint a Mentor.** A mentor can reduce the stress of a new employee caused by performing new skills and duties and having a new manager, colleagues and customers. A strong mentor can help a new employee integrate into a company as quickly as possible so they can begin focusing on their work and results.

Helping employees feel valued, competent and part of something important is incredibly helpful to making them feel they have made a smart career move. The quicker they begin to integrate and feel happy with their decision, the faster they feel engaged, confident and able to contribute to the organization.

—Adapted from an article by Jen Lawrence in the December 2014 issue of the *Communication Briefings* newsletter, [www.communicationbriefings.com](http://www.communicationbriefings.com)

Questions or concerns? ETHEA would love to hear from you. Please visit our website at: <http://ethea.ache.org/>. There you will find contact information for the ETHEA board.

As always, we appreciate your membership and participation.

Click [here](#) to unsubscribe.

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