



East Tennessee Healthcare Executives Affiliate

2016 1st Quarter Newsletter

Message from the President

ETHEA Members,

I'd like to say thank you to our outgoing President Michael Hatmaker for an excellent 2015. The Board has worked hard on updating our Strategic Plan for ETHEA and is excited for what 2016 has to offer.

I hope you have been able to attend one or more of the three educational events that we have held to-date in 2016 in Knoxville and the Tri-Cities. We have covered the topics of "Care Coordination: Acute Hospital Becoming a Preferred Provider in the Narrow Network," "Managing for Morale – Effective Management Techniques to Retain Your Staff," and "Sustaining a Financially Vibrant Healthcare Organization" which was co-sponsored by the Tennessee Healthcare Financial Management Association. We also had a great turnout for our first networking event of the year hosted by the Chattanooga LPC.

Looking forward to the second quarter, the Board is pleased to announce that we will hold our first "mini-cluster" educational event in Knoxville on Wednesday, May 4th. Please be on the lookout for additional information about this event.

Thank you for your continued support and we look forward to seeing you at one of our upcoming events.

Respectfully,

Matt Stuart
2016 ETHEA President

Upcoming Events

Tri-Cities Education April 14th:

Please join ETHEA for an Educational Program in the Tri-Cities scheduled for **Thursday, April 14 at 6:00 pm** in the board room (on the 3rd floor) at the Bank of Tennessee in Johnson City. ETHEA will host an education session (approved for 1.5 hours of Face-to-Face credit), the topic for which is **Care Coordination: Acute Hospital Becoming a Preferred Provider in the Narrow Network**. The Bank of Tennessee is located at 100 Med Tech Parkway in Johnson City. Free parking is available. ETHEA will provide heavy hors d'oeuvres and beverages. The cost of the program is \$10 per person for members and \$15 per person for non-members. Payment may be made via cash or check. Register or Pay online <http://www.eventbrite.com/e/ethea-educational-event-thursday-april-14th-in-johnson-city-tickets-24169340147>

Knoxville Mini-Cluster Education May 4th:

Please join ETHEA for a Double Educational Program in Knoxville scheduled for **Wednesday, May 4th from 2:30-7:30 pm** at Calhoun's on the River. ETHEA will host its first Mini-Cluster education session (approved for 3.0 hours of Face-to-Face credit). The topics will be **The Healthcare**

Public's Perception of Healthcare. Calhoun's on the River is located at 400 Neyland Drive in Knoxville. Free parking is available. ETHEA will provide a full Calhoun's dinner buffet. The cost of the program is \$25 per person for members and \$35 per person for non-members. Payment may be made via cash or check. Register or pay online <http://www.eventbrite.com/e/ethea-mini-cluster-education-event-may-4th-in-knoxville-tickets-24192814359>

Additional Scheduled 2016 Events:

Jul. 13 (Knoxville)
Aug. 18 (Tri-Cities)
Sept. 15 (Knoxville)
Nov. 9 (Knoxville)

Look for upcoming events in Chattanooga!

Chapter Sponsors

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

Platinum Sponsor



Gold Sponsors



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

FACHE Spotlight

In this issue we are spotlighting, **Morris H. Seligman, MD, MBA, CPA, CPE, FACP, FACHE, FABQAURP, FAIHQC, CHCQM**

Dr. Seligman's Background

Dr. Seligman is the Executive Vice President and Chief Medical Officer for Mountain States Health Alliance. Dr. Seligman joined Mountain States Health Alliance on January 4, 2010, as system CMO and Senior Vice President for Mountain States. Dr. Seligman has responsibility on a system-wide basis for Graduate Medical Education, Continuing Medical Education, Patient Resource Management (case management), Clinical Research, Accreditation, Infection Prevention, Patient Safety, Quality

Governance, Value Optimization System (LEAN), Supply Chain and Inpatient Pharmacy, Physician Leadership Development, Hospital-Based Programs and Service Line Development, and the Fix Payer Performance Initiative. In addition to the previously mentioned responsibilities, Dr. Seligman is a board member of Mountain States Medical Group, Appalachian Emergency Physicians, Integrated Health Solutions Network-Health Plan, and AnewCare Collaborative-ACO. Dr. Seligman is a former board member of the Boy Scouts of America-Quad Cities. Currently, Dr. Seligman is the co-chair of the Information Governance Technology Committee at Mountain States Health Alliance, and the former Chairperson of the Quality and Patient Safety Committee for the Tennessee Society of Chief Medical Officers. Also currently, Dr. Seligman is the Chairperson of the Tennessee Society of Chief Medical Officers and a board member of the Tennessee Hospital Association.

Prior to joining Mountain States, Dr. Seligman was employed at Trinity Regional Health System Quad Cities-Senior Affiliate of Iowa Health System (renamed to Unity Point Health), Illinois & Iowa, where he served as the Chief Medical Officer and Vice President for Physician Services. Dr. Seligman served as a key member of the executive team and had responsibility for medical staff relations, credentialing, clinical performance improvement, strategic alignment with the medical staff, physician recruitment and retention, The Joint Commission accreditation, risk management and the co-chair of the Information Technology Governance Committee at the system level. Before joining Trinity, Dr. Seligman was the Senior Vice President/Chief Operating Officer, and Chief Medical Officer and for a period of time served as interim CEO for Salina Regional Health Center in Salina, Kansas.

Dr. Seligman is a Fellow of the American Board of Quality Assurance Utilization Review Physicians, a Fellow of the American Institute of Healthcare Quality, Certified in Healthcare Quality Management (CHCQM), a Fellow of the American College of Physicians (FACP), a Fellow of the American College of Healthcare Executives (FACHE), and a Certified Physician Executive (CPE). Dr. Seligman is a board certified internist and has practiced Internal Medicine, Emergency Medicine and Occupational Medicine.

Dr. Seligman received his MD from the University of Missouri-Columbia and his BSBA/MBA from Washington University in St. Louis, MO. Dr. Seligman also earned a two year degree in Engineering Sciences, his CPA certificate and previously worked at Arthur Andersen & Co. In 2016 *Becker's Hospital Review* recognized Dr. Seligman as "100 Hospital and Health System CMOs to Know."

Dr. Seligman, how has membership in ACHE and ETHEA benefited your career?

I recognized the importance of American College of Healthcare Executives as a medical student when I realized I would most likely be involved in clinical practice and administrative activities after completion of medical school, internship and Internal Medicine Residency training. I had a student associate status as of 1987 and became a full member in 1990.

As a physician, I became more involved with ACHE by attending local meetings and presentations offered in St. Louis, MO. The information from ACHE was extremely helpful as a physician to further my understanding of the administrative aspects of healthcare. Information received from ACHE and attending various local chapter panels that discuss relevant aspects of healthcare and healthcare administration have been helpful in my practice as well as my administrative career. I have enjoyed serving on some of the panels of ETHEA.

Lastly, being part of the physician group of ACHE recognized as having the Fellowship status has been an important part of my personal education and the development of my career. I would greatly encourage anyone pursuing a career in health administration, as well as physicians, to become a member and a Fellow of ACHE. ACHE provides a good balance between what we learn clinically through our physician associations and understanding our administrative colleagues in healthcare.

For career assistance offered through the ACHE, please click on the following links: [ACHE Job Center](#) and [Career Resource Center](#).

ACHE News

CareerEDGE

In the rapidly changing healthcare field, a career plan is more important than ever. To help you navigate this evolving marketplace, ACHE is pleased to bring you a unique, interactive and comprehensive tool for planning and managing your career—CareerEDGE™, available as a complimentary benefit to ACHE members.

CareerEDGE Features

A personalized online Career Dashboard featuring career management tools, job board links, news items and other career resources

Access to several free assessments including a 360° Working Style tool, a modified versions of Meyer's Briggs Type Indicator and ACHE's Healthcare Leadership Competencies Assessment Tool

An innovative career planning framework to guide your thinking about career success today and in the future and help you build a solid career plan document

A process to help you make the connection between clarifying goals, identifying the competencies required for success, identifying valuable resources and assessing the level of progress toward developing critical skill sets.

CareerEDGE is an easy-to-navigate, one-stop source for the full array of resources needed for a strategic approach to career management at any career level. Log in today to give yourself an *edge* in the healthcare job market! Visit ache.org/CareerEdge.

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

ACHE's Leader-to-Leader Program

When you share 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 toward ACHE education programs, clothing, a water bottle, clock 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 receive. Points expire on Dec. 31 of the following year when they were earned (e.g., a point earned on Jan. 1, 2016, will expire on Dec. 31, 2017). You can check your point balance on the My ACHE area of **ache.org**. To ensure colleagues reference you, referral cards are available that you can pass 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**.

ACHE Announces Its 2016–2018 Strategic Plan

At the November Board of Governors meeting, the Board approved the 2016-2018 Strategic Plan. In drafting the plan, ACHE reached out to members, chapter leaders and Regents to learn how ACHE can continue providing the best value to you in the rapidly evolving healthcare environment.

As changes in healthcare unfold, we 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 are expanding our 45,000-member community to include professionals from across

the continuum of care, such as physician executives and other clinical leaders. In doing so, we will help prepare a new cadre of healthcare leaders. In addition, ACHE is committed to enhancing the FACHE® credential to ensure relevancy to the marketplace and stakeholders. Through a continued focus on professional development, we strive to help prepare leaders to provide the best care to the patients and communities they serve.

ACHE continues to deliver innovative products and meaningful new solutions to keep you on the leading edge. Through new collaborations—such as our recent partnership with the National Patient Safety Foundation in developing a culture of safety—ACHE is working to engage top leaders in innovative leadership solutions. And, additional collaborations are being developed to increase and sustain diversity at the highest levels of healthcare leadership.

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.

Gain detailed information on the plan [here](#).

Article of Interest

Inspire Positivity Through Constructive Criticism

Constructive criticism can help employees improve their work and thus the organization. However, some managers can be negative when delivering the criticism, even if they have good intentions. Prefacing criticism with a comment such as "I want to help you do your job better" isn't constructive if it destroys an employee's confidence. Keep the strategies below in mind when providing advice to your employees:

Create an agenda. Criticism should typically be given soon after a mistake is made, but make you plan out what you will be saying prior to any conversation. Take a few moments to consider the situation and jot down some notes. Most importantly: Don't criticize in public.

Don't use humor. While humor can help to lighten the mood, jokes can send a mixed message. Criticism should be played straight when talking to employees about mistakes and performance problems.

Stay calm. If you lose your temper, you could lose control of the situation—and you don't want the discussion to turn into an argument. If necessary, wait a few minutes to calm down before speaking with your employees. If not, the conversation could have the opposite effect of your intentions.

Say something positive. There's no need to share extraneous praise, but it's important to give employees a reason to listen to you. Expressing confidence in them can make them more receptive to your message.

Offer suggestions. Pointing out errors is only a first step. Provide them with suggestions to avoid mistakes in the future, and ask him or her what could be done differently. Strong constructive criticism goes beyond identifying problems—it also is a way of offering ideas and solutions.

—Adapted from *Communication Solutions* January 2016newsletter,

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.

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