



East Tennessee Healthcare Executives Affiliate

2016 4th Quarter Newsletter

Message from the President

ETHEA Members,

It is hard to believe that we are already nearing the end of 2016. This year has flown by and I appreciate everyone who was able to attend one or more of our events. Thanks to the hard work of our Board members, we were able to offer three educational events each in Chattanooga and the Tri-Cities, as well as six educational meetings in Knoxville, one of which was the Chapter's first ever "mini-cluster" event.

We finished the year on a positive note as our Chapter was notified that we received a member satisfaction survey score of a 4.0 on a five-point scale, which will qualify ETHEA for a 2017 chapter management award. Our Chapter will be recognized in front of our peers from around the country at the 2017 Congress on Healthcare Leadership in Chicago. As my term as Chapter President will conclude at the end of the year, I'd like to thank everyone and especially our Board for making this year such a success. I'd also like to congratulate our President-Elect Elizabeth Wright and ask that everyone offer her your support as she takes over as Chapter President in January.

Finally, we still have volunteer opportunities available for 2017! There are opportunities available with minimal time requirements for those who would like to serve but who are also busy with other personal and professional commitments. Please let myself or another Board member know if you'd be willing to serve.

We hope everyone has a safe and happy holiday season!

Respectfully,

Matt Stuart
2016 ETHEA President

Be sure to check out our NEW Website!!!

We are proud to announce the launch of our newly redesigned website. Technology continues to develop and with this redesign we will be able to take advantage of the most current tools to make our advocacy most effective and carry our message forward. Be sure to check out our new Events, Sponsors and Job Board tabs.

<http://ethea.achechapter.org/>

Upcoming Events

Register now for the first meeting of the year!!

WHEN: Wednesday, January 11th at 6:00 pm

WHERE: Calhoun's on the River

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.

WHAT: ETHEA educational session (approved for 1.5 hours of Face-to-Face credit), the topic for which is **Improving the Bottom Line by Optimizing Patient Throughput**

WHO: Our panel participants include:

Mr. Pierce Story, Co-Founder and Director of Concept Development, Capacity Strategies
Dr. Morris Seligman, Executive Vice President and Chief Medical Officer for Mountain States Health Alliance.

Mr. Randy Carson, President & COO/Co-Founder, Health Systems Informatics

Ms. Sherry Daugherty, Nurse Analyst, Pershing Yoakley & Associates

Please Register at:

<https://www.eventbrite.com/e/ethea-knoxville-education-wednesday-january-11-tickets-30222622678>

SAVE THE DATES!! 2017 Tentative Education Schedule:

- January 11th (Knoxville)
- February 16th (Tri-Cities)
- March 8th (Knoxville)
- April 20th (Tri-Cities)
- April 27th (Chattanooga)
- May 10th (Knoxville)
- August 10th (Chattanooga)
- September 13th (Knoxville)
- October 5th (Chattanooga)
- November 8th (Knoxville)

Chapter Sponsors

Sponsors

2016 ETHEA Sponsors

[\(ETHEA Sponsorship Opportunities\)](#)

Platinum Sponsors:



Gold Sponsors:



Silver Sponsors:



Bronze Sponsors:



Your Career is a Marathon

Setting the Pace

- Take the time to establish a career road map, whether in written form or set out in your mind.

- Put in the extra effort to be the one who excels. Start stringing successes together, even if they're small and don't seem to have much to do with each other.
- Find time to evaluate and then elevate your role and aspirations from an industry perspective; monitor events in the news that may impact the healthcare field and try to anticipate change.
- Keep an eye on opportunities to move up both within and outside your organization.
- Seek a mentor who can serve as a model and a sounding board.

Hitting Your Stride

- In order to advance, it's best to push yourself into the "discomfort zone" and take prudent risks.
- Revisit your career road map once a year to assess both personal performance and the map itself.
- When you are thinking of making a career change, consider not only whether you like your job but also what potential your current organization holds for you.
- If upward mobility within your organization is limited, you may want to evaluate other opportunities after periods of particular success in order to capitalize on these achievements and to avoid getting overly comfortable.
- Networking will help you broaden your expertise and your visibility in the industry.

Nearing the Finish Line

- Think about what drives you at this phase of your life, and determine whether there may be ways to better align your work life with your evolving interests and values.
 - This is a time to avoid coasting to the finish line. Don't risk tarnishing an otherwise stellar career or becoming the person others feel has overstayed his or her welcome by allowing your effort and enthusiasm to lag.
 - Measure your personal success and the success of the organization, and make sure the relationship is mutually beneficial.
 - Continue networking through industry and community organizations.
- Making smart choices during each career phase will allow you to go the distance.

Success means different things to different people, but true success is not guided by luck or circumstance. It is the result of conscious choices at each phase of a career and a pacing that allows one to go the distance.

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

ACHE News

Save the Date for the 2017 Congress on Healthcare Leadership

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development, 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 [2017 Congress on Healthcare Leadership](#), "Discovering Possibilities & Opportunities," will be held March 27–30 at the Hilton Chicago/Palmer House Hilton.**

Join us in 2017 and be part of this dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides:

- Access to more than 150 cutting-edge professional development sessions
- Networking opportunities with more than 4,200 professionals from around the globe
- Innovative solutions from the nation's top thought leaders
- The latest tools and techniques designed to enhance your career

The opening date for Congress 2017 registration and to reserve hotel accommodations was Nov. 16.

Call for Innovations

Management Innovations Poster Session at the 2017 Congress on Healthcare Leadership

ACHE would like to invite authors to submit narratives of their posters for consideration for the 33rd Annual Management Innovations Poster Session to be held at ACHE's 2017 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, enhancing patient or physician satisfaction, implementing electronic medical records, using new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters Monday, March 27, between 7 a.m. and 8 a.m. and posters will remain on display March 27–29 at Congress.

Please go to ache.org/CongressPosterSession for the full selection criteria and submission instructions. Submissions will be accepted through **Jan. 17**.

Forum on Advances in Healthcare Management Research at 2018 Congress on Healthcare Leadership

ACHE would like to invite authors to submit proposals to present their research at the 10th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2018 Congress on Healthcare Leadership, which will be held March 26–29, 2018. The senior author of each selected proposal will receive a complimentary registration to Congress.

Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 10**.

IFD, ACHE Alliance to Expand Healthcare Internships for Diverse Individuals

The American Hospital Association's Institute for Diversity in Health Management and ACHE have entered into a strategic collaboration to co-promote the Summer Enrichment Program, which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The SEP places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations. As of Oct. 31, 2016, hospitals, health systems and other healthcare organizations interested in hosting an SEP intern in 2017 can register at diversityconnection.org/SEP. IFD staff will work with organizations to match SEP students with host sites beginning in February. Internships generally will take place from June through August. The SEP will be administered by IFD and co-promoted by ACHE, primarily through ACHE chapters across the country.

For more information about the SEP or on becoming a host site, visit diversityconnection.org/SEP or contact Jasmin Clark, membership and educational specialist, IFD, at ifd-sep@aha.org or (312) 422-2658; Terra L. Levin FACHE, CAE, regional director, Division of Regional Services, ACHE, at tlevin@ache.org or (312) 424-9329; or Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

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 careers 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.

Fellow applicants who successfully meet all requirements by Dec. 31, including passing the Board of Governors Examination, will be eligible to participate in the 2017 Convocation Ceremony at the 2017 Congress on Healthcare Leadership.

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 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 *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. 8. Register online at ache.org/FACHE.

List Your Postgraduate Fellowship With ACHE

ACHE would like to know if your organization is offering a postgraduate fellowship for the upcoming year. If so, we encourage you to add it to our complementary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad.

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. Gain exposure and start attracting top-notch applicants by posting your organization's program on ACHE's Directory. You may add a new listing or update a previous one at any time by completing the Online Listing Form.

Questions? Please contact Liz Catalano, membership coordinator at (312) 424-9374 or email ecatalano@ache.org, Monday through Friday, 8 a.m. to 5 p.m. Central time.

ACHE Announces Nominating Committee 2017 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 25, 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 25. The 2017 slate is as follows:

Nominating Committee Member, District 2 (two-year term ending in 2019)

Dolores G. Clement, DrPH, FACHE

Sentara Professor and Director, Dual Degree Programs, Department of Health Administration
VA Commonwealth University
Richmond, Va.

Nominating Committee Member, District 3 (two-year term ending in 2019)

Stephen J. Pribyl, FACHE

President

District One Hospital/Allina Health System
Faribault, Minn.

Nominating Committee Member, District 6 (two-year term ending in 2019)

Adam C. Walmus, FACHE

Austin, Texas

Governor (three-year term ending in 2020)

Anthony A. Armada, FACHE

Executive Vice President and Chief Executive, Western Washington
Providence Health and Services
Seattle

Governor (three-year term ending in 2020)

Nancy M. DiLiegro, PhD, FACHE

Vice President, Clinical Operations/Physician Services and Chief Clinical Officer
Trinitas Regional Medical Center
Elizabeth, N.J.

Governor (three-year term ending in 2020)

Sara M. Johnson, FACHE

Director, Executive Education
Indiana University School of Public and Environmental Affairs
Indianapolis

Governor (three-year term ending in 2020)

Edmund L. Lafer, MD, FACHE

Medical Director
Health Partners Plans
Philadelphia

Chairman-Elect

David A. Olson, FACHE

Chief Strategy Officer
Froedtert Health
Milwaukee

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. Petitions must be received in the ACHE headquarters office (American College of Healthcare Executives, 1 N. Franklin St., Ste. 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:

Christine M. Candio, RN, FACHE
Richard D. Cordova, FACHE
Brian C. Doheny, FACHE
Ed Hamilton, FACHE
John M. Hauptert, FACHE
Kim A. King, FACHE
Stephen M. Merz, FACHE
RADM Anne M. Swap, FACHE

ACHE Call for Nominations for the 2018 Slate

ACHE's 2017–2018 Nominating Committee is calling for applications for service beginning in 2018. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the 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 2020)
Nominating Committee Member, District 4 (two-year term ending in 2020)
Nominating Committee Member, District 5 (two-year term ending in 2020)
Four Governors (three-year terms ending in 2021)
Chairman-Elect

Please refer to the following district designations for the 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 that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chairman-Elect and Governor candidates and the composition of the Board of Governors.

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 and must be received by July 15. All correspondence should be addressed to Richard D. Cordova, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2017–2018 Nominating Committee will be held March 28, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

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, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 26.

To review the Candidate Guidelines, visit ache.org/CandidateGuidelines. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

Article of Interest

How to Sustain Healthcare Improvement Efforts: 4 Keys to Success

There are few things more frustrating than pouring time and effort into a process improvement just to see those new workflows forgotten and an organization regress to its bad habits. Highlighted below are four tips to help overcome that obstacle.

1. **Test new work processes in a pilot unit.** Rolling out a new work model tends to be easier when the model has already been tested on a small scale. Having a pilot unit allows management to standardize good habits and ensure the new model is aligned with the organizational goals.
2. **Implement improvements on the front line.** Engaging frontline clinical staffers who deal with the day-to-day operations of an organization is critical to the success and sustainability of a process improvement. Without the frontline staff, systems frequently revert to their old ways.
3. **Celebrate small successes to build morale.** Change is difficult and asking for too much too quickly can be demoralizing for any staff. During the early stages of major process change, be prepared to recognize small, short-term achievements that could boost buy-in and momentum.
4. **Address staff grievances with improvement efforts.** Positive performance reviews and promotions are not the only ways to motivate employees; frontline managers are also more likely to stick with an improvement effort if it eliminates a daily hassle in their own work processes.

—Adapted from "[4 Steps to Sustaining Improvement in Health Care](#)" by Kedar S. Mate, MD, and Jeffery Rakover, *Harvard Business Review*, Nov. 9, 2016.

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

As always, we appreciate your membership and participation.