



East Tennessee Healthcare Executives Affiliation

2017 1st Quarter Newsletter

Message from the President

ETHEA Members,

The Board and I would like to thank you for another excellent year in 2016. We are happy to announce that our chapter received the Award of Sustained Chapter Performance, which recognizes chapters that receive a chapter management award in three consecutive years, and the Award of Chapter Merit by achieving one of the four award performance standards in 2016. Joe Winick, our Chattanooga Board Representative, has kindly agreed to accept these awards at Congress on our behalf. Thank you, Joe, and thank you Matt Stuart, 2016 ETHEA President, for your leadership and guidance. We have worked hard to update the 2017 strategic plan, create the 2017 calendar, establish partner relationships and coordinate events. The focus for 2017 will be on the following:

- Education
- Advancement
- Engagement

Education: We have worked hard to chart this year's educational programming. We have 10 programs scheduled (5 in Knoxville, 3 in Chattanooga and 2 in Tri-Cities). At three of these programs (1 in each location) we will be introducing C-Suite level executives to provide suggestions and insight regarding career mapping and development. We are partnering with the University of Tennessee to host the Knoxville career program and are excited about this connection and the potential for student outreach in the future. We are also collaborating with MGMA (Medical Group Management Association) to present the Tri-Cities career program. Additionally, we recognize our continued relationship with HFMA (Healthcare Financial

Management Association) with which we co-hosted the January program in Knoxville.

Advancement: We have created a board committee whose focus is advancing our members to Fellow and assisting existing Fellows with re-certification. This committee will host a Board of Governors Exam study group this summer. We plan to team-up with the other two Tennessee chapters of ACHE (ACHE of Middle Tennessee and Mid-South Health Care Executives) for this program. Additional details will be available later this month.

Engagement: ETHEA is #1 in the country for ACHE chapter engagement! And we want to remain #1. We are formalizing a program for new member outreach. We are also working to recognize new and sustaining member accomplishments at chapter functions and in the Healthcare Executive magazine. We are continuing our student outreach and are proud to announce our first ETHEA Student Scholarship is awarded to Ms. Jessica Grooms. Congratulations Jessica!

In addition, ETHEA is updating its image! Our goal is to appear as professional as our members. We have a new logo and are developing collateral to help us inform new and potential members, educate senior healthcare leaders regarding the benefits of membership, and solicit funds from sponsors to support our continued operations.

As you can see, exciting things are happening with ETHEA! Please look to the ETHEA website at ethea.ache.org for news and information. Thank you for your continued support and we look forward to seeing you at one of our upcoming events.

Respectfully,

Elizabeth Wright, FACHE, CPA

2017 ETHEA President

Upcoming Events

Tri-Cities ETHEA Networking & Chapter Meeting

Topic: Strategically Mapping Your Early Career Development.

Event Location: Niswonger Children's Hospital Conf. Room

Event Start Time: 11:00 a.m.

ETHEA (ACHE)/MGMA will host an Networking & Educational session (approved for 1.5 hours of Face-to-Face credit), the topic for which is **Strategically Mapping Your Early Career Development.**

Event Sponsor:

- **Medical Waste of America**
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Moderator:

- Lisa Carter, CEO, Niswonger Children's Hospital

Panelists:

- Brooke Graham, Human Resources Manager, Franklin Woods Community Hospital
 - Dan Pohlgeers, Owner/President, Sunesis Medical
 - Craig Turner CEO, Appalachian Orthopedics
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COMING TO THE MEETING IN TRI-CITIES ON THURSDAY April 20TH?

While pre-registration is not requisite, we do ask that those who are able to register do so in order to ensure we have adequate food for the event.

To Register On-Line:

- Click the following link: [EVENTBRITE](#)
- Select "Get Tickets"
- Select "Event Registration"

We look forward to seeing you there!

Additional 2017 Tentative Education Scheduled Events:

- CHATTANOOGA: April 26th
 - KNOXVILLE: May 17th
 - KNOXVILLE: June 6th
 - KNOXVILLE: June 13th
 - KNOXVILLE: June 20th
 - KNOXVILLE: June 27th
 - KNOXVILLE: July 11th
 - KNOXVILLE: July 18th
 - CHATTANOOGA: August 10th
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Chapter Sponsors

2017 ETHEA Sponsors

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

Platinum Sponsors:



Gold Sponsors:



Silver Sponsors:



Bronze Sponsors:



Your Career is a Marathon

Criteria for Understanding Employment Needs

In addition to the obvious factors, such as compensation and location, here are nine key potential criteria for better understanding your employment needs:

My **primary responsibilities** should be ...

The **organization's strengths/market position** should be ...

My **bosses' style and approach** would ideally be ...

The **culture of this organization** should be described as ...

The **organization's core values** should be ...

Learning opportunities should include ...

The **opportunity for me to make an impact/difference** should be ...

The **type of people I will work with** should include ...

The **job positions me well for** ...

Source: Broscio, Michael A., CMF, "Push vs. Pull," Healthcare Executive, March/April 2012.

For additional resources please visit [ACHE Job Center](#) and [Career Resource Center](#)

ACHE News

ACHE Senior Executive Program

The ACHE Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have included senior or executive directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to become a CEO.

The program's locations and dates are as follows:

Chicago (June 5–7)

San Diego (Aug. 14–16)

Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. Participants grow professionally in a supportive learning environment over the course of three multiday sessions. The Senior Executive Program is tailored for senior leaders, providing them with an opportunity to gain skills in decision making, problem solving and team building. The program features three primary focus areas: “Charting Your Leadership Course,” “Leading the Value-Ready Healthcare Enterprise” and “Guiding Enterprise wide Change.”

Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie L. Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit ache.org/SeniorExecutive.

ACHE Executive Program

The Executive Program is designed to help mid-level managers in healthcare refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over three multiday sessions.

The Executive Program will be held at the following locations and dates:

- Chicago (June 5–6)
- San Diego (Aug. 14–16)
- Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. The Executive Program is tailored for mid-level managers, providing them with an opportunity to assess their skillsets in order to develop stronger leadership capabilities and prepare them for change within their organizations. The program features three primary focus areas: “Charting Your Leadership Course,” “Preparing for Accountable Care” and “Managing for an Uncertain Future.”

Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie L. Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit ache.org/Executive.

Board of Governors Exam Fee Waiver Campaign: March 1 – June 30

The Board of Governors Exam fee waiver promotion allows eligible ACHE Members to save \$200 when they submit their Fellow application between March 1 and June 30, 2017.

[Eligible Members](#) must submit their completed Fellow application, \$250 application fee and meet all requirements—including the three years of ACHE membership tenure and five years of healthcare management experience—by June 30 to receive approval to take the Board of Governors Exam. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee.

For more information on recent changes to the application process requirements, go

to ache.org/FACHE. ETHEA will be hosting a Board of Governors Study group this summer please contact Elizabeth for more information about the exam.

6 Ways to Boost Alignment and Improve Strategy Execution

Developing an efficient and innovative new strategy can be challenging, but not nearly as challenging as aligning people in an organization to successfully execute that strategy, according to a recent *Harvard Business Review* article. Summarized below are six steps to help your leadership team boost alignment and create focus around the “highest-impact actions that will drive the organization’s most important outcomes.”

1. **Define the one most important outcome.** Identifying the most important thing your team hopes to accomplish in the next 12 months will help clarify your next steps.
2. **Distinguish the most essential people.** Your strategy may require a team effort, but it’s also crucial to recognize whose job is most essential to achieving the organization’s goal. Doing so will help focus leaders’ efforts and resources.
3. **Have key players pinpoint their primary contribution.** Similar to how your team should identify one outcome, your key people should identify their one pivotal strength related to the strategy and their one key contribution. Simplicity is a must when it comes to maintaining momentum.
4. **Conduct coaching sessions.** Leaders should have “laser-focused, 30-minute one-on-one coaching sessions” to ensure headway is being made and progress is on track.
5. **Gather and report data.** Coaching sessions give leaders the chance to collect data on trends and organizational obstacles team members are facing. Sharing data with the previously identified key people can help drive priorities forward.
6. **Enhance performance.** Have the key contributors fill out surveys on how the organization’s key strategy is progressing and whether they feel the 30-minute coaching sessions are valuable or effective. This information can help leaders improve their strategy execution.

—Adapted from “[Execution Is a People Problem, Not a Strategy Problem](#),” by Peter Bregman, *Harvard Business Review*, Jan. 4, 2017.

The Social Side of Emotional Intelligence: Bad Habits to Avoid

Recent studies show likability can be traced back to a few social skills such as sincerity, transparency and understanding. According to Travis Bradberry, author of the best-selling book *Emotional Intelligence 2.0*, people with high emotional intelligence often possess such skills. They also tend to avoid the following bad behaviors, which can make you unlikeable:

Humble-bragging and self-deprecation
Being too serious or unsociable
Not asking enough questions during a conversation
Emotional instability, e.g., throwing things, screaming, etc.
Using your phone while interacting with people
Name-dropping to seem important or interesting

Gossiping

Being close-minded

Over-sharing personal information or problems

“When you build your awareness of how your actions are received by other people, you pave the way to becoming more likable,” wrote Bradberry.

—Adapted from “[7 Things Wildly Successful People Do Before 7:30 A.M.](#),” by Travis Bradberry, Forbes.com, Jan. 24, 2017.

FACHE Spotlight

Mr. Tom Tull, VP and Chief Experience Officer, Mountain States Health Alliance

Mr. Tull, when did you first get involved with ETHEA and how has membership in ACHE and ETHEA benefited your career?

"I was first introduced to ETHEA many years ago when I traveled to Knoxville for a few programs. Although difficult to make many of the programs from Johnson City, I have remained in contact with members. I have had the opportunity to be involved both in attending and involvement in the programs and have always walked away from the programs having gained knowledge and insights from others in the industry. It is a professional and welcoming group! I have had the pleasure of attending programs and speaking at the national Congress as well. Again, unparalleled insights from industry leaders that have helped me in my career. Equally as important as the programming is the collegial atmosphere. I recommend both to others in healthcare as these organizations cross many disciplines providing access to a myriad of healthcare professionals. It is rewarding to be a part of such a distinguished collection of individuals who are driven to make healthcare better and to create success in their careers. ACHE creates a high level of accomplishment and validated knowledge. From the educational sessions to the many materials available to the comprehensive database of career opportunities – ACHE is a leader among all professional organizations."

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.