



HEALTHCARE EXECUTIVE FORUM, INC. (HEF)

The Western New York Chapter of the American College of Healthcare Executives (ACHE)

2015 Q4 NEWSLETTER

From our President

Quarterly message from the chapter president.



I hope everyone had a happy holiday season. It is the time of year when we open ourselves to the gift of giving and spending time with all the people who bring us joy. As I look back over the last two years, I can tell you I am proud of this chapter and all that has

been offered to our members, all that has been accomplished, and I am looking forward to seeing new aspects that Sudha Bommi will bring in her presidency. I truly treasure my membership to ACHE and all of the colleagues I have been fortunate to meet

Chapter Officers

President:

Vi-Anne Antrum, RN, MSN, MBA, FACHE

President-Elect/Vice President:

Sudha Bommi, MBA, CPHQ, CMRP, CSSBB, FACHE

Treasurer:

Rachael Nees, MBA, FACHE

Secretary:

Ashleigh Lamson, MA, MBA, CCRP, RAC

Program Committee:

Ashleigh Lamson, MA, MBA, CCRP, RAC
Tauheedah Scott, MBA

Membership Committee:

Momba Chia, MHA
Warren Marcus

Communications Committee:

Jayakumar R. Nair, Ph.D., MBA
Ju Yi Chen

and collaborate with over the years. ACHE and HEF have given me far more than I have given them. It is an incredible organization to be a part of. If I could encourage you, I would say you get out of it more than you put in so get involved today.

With the new year comes a new hope for the things we want and desire. It is a new beginning. I hope some of you made the resolution to attain your Fellow credential, attend a national and local conference or event, or join a committee. There are so many benefits to belonging to a national organization with local chapters like ACHE. It means that no matter where your travels take you, you have a chance to meet new people, make a difference in your community, and practice lifelong learning, just to name a few.

I want to thank you, our members, for allowing me to serve you during the past two years as president. Our board of directors is incredibly committed to making sure HEF has achieved the same or better level of service as some of our larger chapters nationally. We have presented several times **(CONTINUED ON PAGE 2)**

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(CONTINUED FROM PAGE 1) for ACHE nationally on our practices, been featured in Healthcare Executive magazine, received several ACHE Chapter Innovation grants, and been the recipient of the prestigious Board of Governors award during my tenure. As great as the last two years have been, I look ahead to even greater things under Sudha Bommidi's leadership. The future is bright!

Vi-Anne Antrum, RN, MSN, MBA, FACHE

President of HEF

Email: vantrum1@yahoo.com

Articles of Interest

Articles about leadership/management from ACHE.

Improving Communication for Better Retention

Although compensation can be one reason why employees choose to leave a company, poor communication and ineffective management also are contributing factors. Improving the way in which you interact with your employees will strengthen their loyalty to you. Below are ways to sharpen your communication tactics.

- **Listen.** Don't plan your response to a conversation while speaking with an employee. Listen, then respond.
- **Free your schedule.** Information and input shouldn't only take place in casual conversations when briefly crossing paths with someone. Schedule regular appointments with employees for one-on-one discussions.
- **Be transparent.** When something occurs within your organization that affects your subordinates, inform them as soon as possible with all of the appropriate information. Don't withhold bad news for fear of lowering morale—instill trust by sharing all you know.
- **Remain consistent.** Don't promise one thing and act in a way that contradicts what you've said. Stay true to the promise you make to promote honesty and integrity.
- **Provide regular feedback.** No matter whether an employee's performance is good or poor, be upfront and honest and provide regular feedback. When performance can be improved, coach the employee on actions to take moving forward. **(CONTINUED ON PAGE 3)**

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- **Step out of your office.** Email is an efficient and easy form of communication, but it isn't a substitute for one-on-one, personal conversations. Talk to your team face to face as often as possible to show you are paying attention to what is happening in the organization and that you care about their performance.

—Adapted from *Communication Solutions* October 2015 newsletter, www.communicationbriefings.com.

Host a Successful Feedback Session

Feedback given during one-on-one employee meetings cannot lead to desired results without a proper plan in place. Keep in mind that the goal of feedback is not to criticize or praise, but to influence behavior and come up with concrete solutions for improvement. Generate a positive outcome and strengthen your workforce with these strategies.

- **Evaluate your relationship.** Think about how well you know the employee and whether the relationship has been formal or friendly. Reflect on the feedback you have given the employee in the past, and ask yourself whether you have thoroughly and clearly explained requirements, expectations and metrics for that person's role.
- **Plan the meeting.** Construct an outline or schedule of topics and talking points you wish to cover in your meeting. This will allow the meeting to progress more smoothly and ensures you won't forget anything you hope to cover. Include positive and negative examples of behavior, and come up with suggestions for potential solutions. Be prepared to be flexible throughout the conversation. It might not go the way you planned, and you need to be ready to change course based on the person's reaction.
- **Be firm but fair.** Try to offer even negative feedback in a way that respects the employee. People tend to shut down when someone is heavily criticizing their behavior and performance. Don't sugarcoat the information, but try to add something positive to what you're trying to convey. A mistake can be sign of an employee's desire to do the right thing, and recognizing this will mold your feedback in such a way that makes it easier to accept.

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- **Take responsibility.** Make sure to stand behind your feedback. Don't speak for other people unless the situation requires it. This could perhaps be a group problem or an allegation of harassment. Blaming those above you will undercut the employee's respect for you and your position.
- **Give people time to reflect on your feedback.** Do not expect employees to instantly accept your information and yield immediate results. Effective feedback shouldn't come as a complete surprise to the employee, but some people may need time to think about and process what you have told them. Listen to what they say; you might not agree, but showing that you hear them and appreciate their own feedback will increase your chances of a constructive outcome.

—Adapted from Communication Solutions October 2015 newsletter, www.communicationbriefings.com.

Career Corner

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.

National News

Articles about leadership/management from ACHE.

Save the Date for the 2016 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 2016 Congress on Healthcare Leadership, "Leading Well," will be held March 14–17 at the Hyatt Regency Chicago.**

More than 4,000 healthcare leaders attended the 2015 Congress on Healthcare Leadership. Join us in 2016 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 2016 registration and to reserve hotel accommodations is Nov. 11, 2015.

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.

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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 also are 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.

Upcoming Events

Healthcare Executive Forum, Inc. (HEF)
Presents

WINTER NETWORKING EVENT

Thursday, January 28, 2016

6:00 - 8:00 PM

Protocol Restaurant

6766 Transit Road,
Williamsville, NY 14221

RSVP TODAY @

<http://winter2016.eventzilla.net/>

Contact Us

Healthcare Executive Forum, Inc. (HEF)

Email us at info@hefny.ache.org

Website <http://hef.ache.org/>

