



# Healthcare Executive Forum, Inc.

## Newsletter, 3rd Quarter 2014



### From our President

Summer has wound to an end. People are done vacationing and enjoying all of the sunshine and fun that summer brings. We spent some time in July networking with old friends and made some new ones at HEF. We enjoyed the Chautauqua Institute for our face to face program in August.

I want to take a moment to thank our president-elect, Sudha Bommidi, FACHE for all of her hard work on our innovation grant. The Conversation with an Executive series, resume workshop, and speed networking events were all huge successes. It culminated with Sudha presenting at the Chapter Leaders Conference in Chicago. We are so very proud to have her on the team!

Our program committee, led by Ashleigh Lamson, continues to do outstanding work bringing programs that are relevant and an outstanding value to our membership. Save the date November 6 for our next face to face credit program as we learn about Accountable Care Organizations or ACOs. We have partnered with HFMA and D'Youville College to bring this program to you. You will not want to miss it!

We want to hear from our members and understand how we can provide even more value and benefit to you. We will be sending out a member survey before the end of the year. Please take a few moments to give us your feedback so we can better serve you.

If you want to get involved by serving on a committee or just helping with a program, please let one of the board members know. We will be happy to facilitate that experience for you.

Best regards,







## Articles of Interest – Educating for a better career.

### Understanding Your Leadership Style

Understanding the way you lead is critical to success, and knowing that effective leadership for one team or field might not translate to another team or field is equally important. The complexity of the marketplace has prompted the importance of knowing your leadership style and discerning the style that a team will easily respond to. There are a plethora of leadership styles in the workplace, but the following six tend to be the most prominent in today's working environment:

**Charismatic.** This style can encompass a wide swath of personalities, but the common ingredient is that the energy ushered in by the leader is closely connected to the leader. Once the leader leaves a situation, the energy lingers behind. This style has been both praised and criticized, but it is clear there is value to those who bring energy to an organization with their sheer presence. A charismatic leader is an excellent vision-caster and can elicit a loyal and passionate following and increase the company's pace. The downside can be, some teams do not need to speed things up but rather need to slow them down, and occasionally this leader might not be detail oriented.

**Technician.** This leader displays both knowledge and skill and is the best producer of what an organization produces. The style is highly valued in cultures where competence is high in economic value. People who follow this style boast an impeccable reputation and also



set the bar for the standard of work quality. However, the style can have limits in terms of being replicated; people are often left wondering, "How does he/she do it?" The value of quality is, of course, incredibly important, but there is a distinction between leading the best and being the best.

**Strategic.** This type of leadership connects the dots. People who tend to be global and conceptual thinkers embody this leadership style. They are not only able to see the end destination, but they also know the path to get there must be identified and paved. However, this style can also provide disappointment and setbacks, because this leader can see what could be, as well as what is not.

**Team builder.** In this style, leadership is by roles and unity. The style recognizes that you cannot just assemble any group of people and claim you have a team. These leaders look at people individually and find roles for them to fill. They also

align these individuals so they make up a collective whole.

**Managerial.** Described as leadership by systems, this style focuses on doing things correctly and efficiently. Processes and systems are designed and understood so current operations function consistently. Though some would argue managers are not leaders, one must acknowledge that effective managers have a profound influence on those that surround them. At the same time, they have the capacity to lead a culture that prizes management, even at the expense of effectiveness.

**Directive.** Lastly, is leadership by control. Common during the Industrial Revolution, the command-and-control style has slowed down in popularity. However, an organization in crisis can thrive with a directive leader who steps forward and brings order out of chaos. Today, there is still a need for directive leaders.

Knowing your style allows you to function in an environment where that style will flourish. As a leader, it is important to understand your natural style as well as be aware of the potential weaknesses found in that style. This gives leaders the confidence and skills they need to lead. Effective leadership in today's diverse culture will require a team approach, and teams require diverse leadership styles. By employing the best leadership style for you and knowing when to adapt to other styles, you can effectively lead your team to success.

Adapted from Glenn Gutek's article in *Briefings Bonus* from [www.communicationsbriefings.com](http://www.communicationsbriefings.com)

### Common Credibility Blind Spots

Some poor behaviors can be unintentional, but have the potential to derail your image. Being aware of these is critical, and once you identify them there are simple steps to eliminate these blind spots. In a hypercompetitive business world, the time to do that is now. Below you can find some of the most common blind spots:

**Using speech fillers.** These words include, "Um" and, "You know." These fillers are plentiful in our culture, and the business world. To avoid this, use a tactical pause while your mind searches for the next word.

**Making extraneous movements.** Jiggling your knee, bobbing your head or shifting your weight can be distracting and irritating to others, and can weaken your personal power. Stillness portrays the message that you are calm and confident.

**Self-commenting.** This tends to be overreacting to a mistake that was made. For example, apologizing when stumbling over a word or using nonverbal reflexes. Doing so portrays your internal criticism as an external preoccupation. Remember that mistakes happen, so correct them and move on.

**Misplacing upward vocal inflections.** Using upward inflections that sound like question marks at the end of a sentence can be widespread and contagious. Be vigilant so as to not pick it up. To ensure this, occasionally read aloud with strong downward inflections.

**Making yourself smaller.** Most people try to make themselves smaller when they feel intimidated in order to avoid being an easy target. This can include placing your feet together, tucking your arms to the sides or pulling back on your volume. Practice optimal standing posture throughout the day—not just in important situations—to make it habitual.

**Masking your face and hands.** When people feel uneasy or put on the spot, they will occasionally mask their behaviors including crossing their arms or playing with their jewelry. Open your posture and engage your gestures at the start of every conversation. Practice this skill at company gatherings or networking events.

**Dropping eye contact.** Disengaging eye contact loses listeners. Keep your eyes on the horizon and give those listening the same respect you expect from them. Moving your eyes to the side momentarily to gather your thoughts is fine, but make sure when speaking to maintain direct eye contact.

Adapted from Cara Hale Alter's article in *Briefings Bonus* from [www.communicationsbriefings.com](http://www.communicationsbriefings.com)





# IN FOCUS



## **Join the Rainbow Healthcare Leaders Association**

The Rainbow Healthcare Leaders Association is a national organization with a mission to enhance the representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. RHLA is committed to focusing on disparities in care and preparing the next generation of LGBT healthcare executives. RHLA and ACHE have a shared interest in fostering the development of diverse healthcare leadership.

Join RHLA now and you will have access to the RHLA Mentorship Program and RHLA Forums, both of which will enable you to connect with other members in a meaningful and confidential environment. Members can share and receive feedback on business and personal issues that are important in their lives as they navigate their careers in healthcare.

For more information about RHLA membership or any of its programs, visit [rhla.org](http://rhla.org).



## **2014 Fund for Innovation in Healthcare Leadership Education Programs**

The 2014 ethics program, "Ethical Leadership in Uncertain Times," will be led by Jack Gilbert, EdD, FACHE, clinical associate professor and director of executive and professional development in the College of Health Solutions and the College of Nursing and Health Innovation at Arizona State University. Offered in conjunction with ACHE's Salt Lake City Cluster on Oct. 28, this half-day session will explore effective, intentional and practical ways for healthcare leaders to strengthen their organization's focus on doing the right thing by encouraging their leadership to create practical solutions to ethical dilemmas. A select panel of healthcare leaders will react to Gilbert's remarks and share their experiences with ethical challenges and discuss the link between ethical decision making and organizational performance.

Register now at [ache.org/Ethics](http://ache.org/Ethics).

If you missed the innovations program, "The Journey to Value-Based Care for Population Health: Sharing, Scaling and Replicating to Accelerated Results," held in Washington, D.C., in early August, look for an article about the program in the January/February 2015 issue of *Healthcare Executive* magazine.

For more information on the Fund for Innovation in Healthcare Leadership and to donate, visit [ache.org/Innovation](http://ache.org/Innovation).



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## **Final Reminder: Physician Executives Forum Program**

The [Physician Executives Forum](http://PhysicianExecutivesForum) launched last year to provide added value to physician executive members via tailored resources to meet the group's unique professional development needs. A one-day education program is a cornerstone benefit of the Forum that offers an affordable learning and networking opportunity. Dates and location for the program are as follows:

### **Physician Executives Forum Education Program**

Oct. 11, 2014

Hyatt Regency O'Hare

More details available at [ache.org/PEprogram](http://ache.org/PEprogram)

## **ACHE's 2014 Premier Corporate Partners**

ACHE would like to recognize our 2014 Premier Corporate Partners, whose year-round support helps ACHE further its mission and adds value to our membership. Our Premier Corporate Partners demonstrate commitment to ACHE and its members in various ways, including providing financial resources, hosting networking events and offering educational opportunities. We are proud to recognize the following 2014 ACHE Premier Corporate Partners:

- **Aramark**
- **Cardinal Health**
- **CareFusion**
- **Conifer Health Solutions**
- **Philips Healthcare**
- **Trane Healthcare Practice**

## **Postgraduate Fellowship Area of [ache.org](http://ache.org) Provides a Vital Resource to Healthcare Organizations and Entrants**

Postgraduate fellowships are essential to attract and develop highly qualified healthcare management professionals. ACHE offers robust online resources on postgraduate fellowships at [ache.org/PostGrad](http://ache.org/PostGrad) for organizations seeking to develop a postgraduate fellowship, organizations that want to find the best candidate and new healthcare management entrants looking for a fellowship opportunity. The site includes the Directory of Fellowships in Health Services Administration for organizations to post their fellowship opportunities and for students to find opportu-







## Event



## Highlights 2014

## Our January HEF Networking Event



The January HEF networking event as with all of our other events was a resounding success.

Ashleigh Lamson, Program Committee Chair and Momba Chia, Membership Committee Co-chair were the recipients of the ACHE Regents Award. This highly prestigious award signifies that Ashleigh and Momba have contributed to ACHE so richly that Betsy Wright, CEO of WCA Hospital and Empire Area Regent for New York State felt to bestow this award upon them both. On hand to present the award was Healthcare Executive Forum President and Assistant Director of Nursing at Erie County Medical Center, Vi-Anne Antrum, RN, FACHE.

**Congratulations to Ashleigh and Momba!**

*Pictured left to right (left panel): Ashleigh Lamson, Vi-Anne Antrum, Momba Chia*

## Conversations with an executive series

### Conversation with an Executive" featuring Betsy Wright, FACHE

We had a successful series of this session this season. For our first ever session of this series in March 2014, attendees joined us to listen to our new Regent Betsy Wright. Prominent leaders from the region talked about their career path, how they got to their current leadership positions and gave advice and tips on succeeding in today's ever changing dynamic healthcare management field.



Left panel: Betsy Wright. Right Panel: Attendees in discussion with Vi-Antrum on the right.

## Chautauqua Institute series

### Panel Discussion on an integrated approach towards higher quality healthcare, patient experience and efficiency through patient-centered care.

This event featured leading health care experts from the region such as **Kara Eaton-Weaver**, Executive Director, Patient & Family Experience, Roswell Park Cancer Institute, Buffalo, NY (LEFT PANEL), **Donna M. Brown**, B.S., Assoc. Hospital administrator, ECMC (Right Panel) and **Dan Biggs**, Senior Manager, National Research Corporation, Business Development, Lincoln, NE.







Events



coming up 2014

## THE FUTURE OF HEALTHCARE FINANCING

**D'Youville College**

**Academic Center, DAC216**  
 320 Porter Avenue  
 Buffalo, NY 14201  
 Phone: (716) 829-8000  
[Map to D'Youville College](#)

**Thursday, November 6<sup>th</sup>, 2014**

Registration: 4:30 – 5:00 PM

Panel Discussion: 5:00 – 6:30 PM

### Thanks for another Great year!!

Healthcare Executive Forum Inc. (HEF) is an independent Chapter of the American College of Healthcare Executives (ACHE) in the Western New York Region.

The chapter territory includes the following counties in NY - Allegany, Cattaraugus, Chautauqua, Erie, Niagara, Orleans, Wyoming

The mission of the chapter is to advance healthcare leadership and management excellence by providing professional development opportunities, networking and continuing education programs to our members.

VISIT US AT <http://hefwny.ache.org>

