



Healthcare Executive Forum

Healthcare Executive Forum, Inc of Western New York

3rd Quarter Newsletter 2015



American College of
Healthcare Executives
for leaders who care®

Get the ACHE app



CONTENTS

From our President	2
Featured article (from ACHE)	
⇒ Checking in with Employees	3
⇒ A model for change—By Neil R. Fedders	4
Career Corner—an ACHE special	5
⇒ Introducing CAREEREDGE™	
In FOCUS	6
⇒ IOM Report Recommends Fixes for Diagnostic Errors	
⇒ White House: More Americans Insured Despite Stagnant Income	
⇒ New NMA President To Target Racial Disparities in Healthcare	
⇒ Standard and Poor's Issues Improved 2015 Outlook for Not-for-Profit Hospitals	
ACHE-National news	7
⇒ Join the Rainbow Healthcare Leaders Association	
⇒ Exam Online Community Offers a Complimentary Interactive Learning Platform	
⇒ Postgraduate Fellowship Area of ache.org Provides a Vital Resource	
⇒ Save the Date: Physician Executives Forum Programs	
⇒ Tuition Waiver Assistance Program	
⇒ Take Charge of Your Career	
Event Highlights for 3rd Quarter 2015	8
Upcoming Events	9

Meet our Board Officers

President:

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

Email: vantrum1@yahoo.com

President-Elect / Vice President:

Sudha Bommidi, MBA, CPHQ, CMRP, CSSBB, FACHE

Phone: (716) 845-4543, Email: sudha.bommidi@gmail.com

Program Committee Co-chairs

Ashleigh C. Lamson, MA., MBA

Phone: (716) 807-8646, email: Ashleigh.lamson@gmail.com

Tauheedah Scott, MBA, Email: Tsscott@buffalo.edu

Phone: 716-507-7554

Membership Committee Co-Chairs

Momba Chia, email: momba.chia@gbuahn.org

Warren Marcus, email: wsmarcus@roadrunner.com

Secretary:

Ashleigh C. Lamson, MA., MBA

Treasurer:

Rachael Nees, MBA, FACHE

Phone: (716) 828-3812 | email: rnees@chsbuffalo.org

Communications Co-Chairs

Jayakumar R. Nair, Ph.D., MBA, email: jakku71@live.com

JuYi Chen, Email: juyi.chen@roswellpark.org

Editor : Jayakumar R. Nair, Ph.D., MBA

Healthcare Executive Forum, Inc. Newsletter—3rd Quarter 2015

From our President



As the leaves change and we enter into autumn, I cannot help but think about how the healthcare landscape is changing. We need to make sure we are in a place to help define our future while learning from our past and improving our present circumstances. The leaves of fall provide an array of vibrant colors from a variety of trees. In much the same way, we have a variety of healthcare settings which will change the landscape. The need to have strong healthcare leadership and develop future leaders has never been more important than right now.

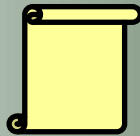
Healthcare Executive Forum is there to fulfill this need. Through an interprofessional, collaborative, and inclusive approach, this chapter provides venues and events that allow you to become the best healthcare leader you can be. Whether you attend an educational program, networking event, serve as a speaker, volunteer, pursue Fellowship, or participate in one of our chapter committees, the benefits of belonging to HEF and ACHE are priceless and the opportunities are endless. I encourage you to get involved today.

One of the most impactful things we can do is provide philanthropy. Even the smallest amounts have a huge impact. I am asking everyone to consider making a gift, either personally or through your organization, to the Fund for Innovation and the Thomas C. Dolan Fund for Diversity in Healthcare. Donating to these two funds makes a monumental difference at the local and national level.

Finally, I hope you all take the opportunity to read the chapter highlight article in the September/ October issue of Healthcare Executive. Our chapter is the feature chapter in the article. Please take a moment to let us know your thoughts. Other chapters are looking to us as the leaders nationally. As always, I would love to hear from you. Sudha Bommidi, FACHE will be our upcoming President in January. We are looking forward to seeing how Sudha will help us continue to achieve all of things that make our chapter outstanding and bring new ideas to make it even better!

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

VP and CNO, Buffalo General Medical Center,
President of HEFNY (Buffalo Chapter of ACHE)
Email: vantrum1@yahoo.com



Articles of Interest

Checking In With Employees

Communicating and checking in on employees on a regular basis is important for a successful workflow. One-on-one meetings are a great way to consistently discuss duties, deadlines and questions and to keep in touch. The below will ensure the meetings are productive and necessary communication is shared in an effective manner.

Stick to a Specific Time

Consistency is key to beneficial communication. Connect with the employee regarding the day and time that would work best for both of you to meet on a weekly basis, and create meeting reminders for the discussion that extend far in advance. This ensures you will both be on the same page and that the meeting won't be easily forgotten. Additionally, don't cancel a check-in meeting at the last minute. There are exceptions, but sticking to a schedule shows your employee you value their time and creates a pattern that is easy to adhere to.



Create a Safe Space

Although constructive criticism on projects and management of workload is helpful for success, being respectful in delivering this feedback is a must. Employees should not be punished for speaking their mind. Make sure to answer their questions with respect, and try sharing something they've excelled in that week while offering suggestions for improvement in other areas. Such a gesture can boost morale and build trust. Creating a trusting environment will strengthen the bond between you and your employee.

Value Honesty

When chatting with an employee, strive to answer his or her questions as honestly as possible. If you can't share something, explain why. And if you don't have an answer, admit it and try to find out after the meeting.

Coach Employees

Instead of telling employees what to do, collaborate with them to help them find their own solutions and answers. This will help build their own confidence and their trust in you. Help them develop their skills so they feel empowered and engaged instead of dependent on you for advice.

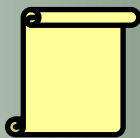
Ask for Feedback

One-on-one discussions should not solely be a question-and-answer sessions. Engage in a real dialogue and ask employees what they desire from you and how you can help to manage them in a stronger way. They'll welcome and appreciate the opportunity to give you their thoughts on your performance and other matters.

End on a Positive Note

At the end of each meeting, share at least one way in which the employee excelled that week. Thank the employee for his or her questions and the discussion itself, and express confidence in his or her abilities. Workers will feel better about meeting with you if you close on a high note.

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



Articles of Interest - Satisfying your customers



Neil R. Fedders,
OTR/L

A Model for Change

Change management techniques help enhance the patient experience.

At a time when healthcare leaders have access to an unprecedented amount of data, we are only just beginning to understand how to use it to drive intentional, measurable change. At Mercy Health—Anderson Hospital in Cincinnati, our systemwide approach to using data to identify opportunities that will transform the patient experience over the past three years has reduced ED door-to-provider and treatment-to-release times and left-without-being-seen rates, increased collaboration between EDs and inpatient units and enhanced patient satisfaction.

Linking Data With Process Improvement

In 2009, Mercy Health—the largest health system in Ohio and one of the largest nonprofit health systems in the United States, serving communities in Ohio and Kentucky—faced challenges related to ED crowding and boarding as well as around efforts to develop a more patient-centered culture.

When it came to patient experience, data suggested the performance of Anderson Hospital, a 190-bed hospital with 1,000 inpatient admissions and 3,500 ED visits per month, was mediocre, although its quality outcome measures were and continue to be ranked among the best in the country, and its financial performance was

strong. For example, in the first quarter of 2015, Anderson Hospital was recognized by Truven Analytics as one of the country's 100 Top Hospitals for the 10th time, and the hospital has been rated by Truven as one of the 50 Top Cardiovascular Hospitals in the nation. But the data captured through patient satisfaction surveys indicated the hospital was not delivering a fully desirable patient experience.

In 2010, Mercy Health began to focus systemwide on improving operational efficiency, and in 2012, leaders and staff began concentrating efforts on improving the patient experience. In its EDs, the health system's goal was to achieve top-quartile performance on patient satisfaction surveys in the category of ED overall rating.

Mercy Health's ED Transformation Committee led improvements in front-end processes, patient flow, communication and culture that resulted in demonstrable increases in patient satisfaction, as seen in the exhibit. By 2013, 86 percent of Mercy Health EDs were performing as well or better than their national peers in the category of ED length of stay, and all of the health system's EDs had decreased the average door-to-provider time to 30 minutes or less. But Anderson

Hospital continued to struggle with its performance. The average ED length of stay was 395 minutes, and the overall rating of care provided by the ED fell in the 63rd percentile. There were opportunities to improve communication around medications prescribed to patients and discharge instructions.

In 2013, leaders at Anderson Hospital decided to implement a model for change management in the ED and throughout the hospital, using the Institute for Healthcare Improvement's small-test-of-change guidelines:

- Use Plan-Do-Study-Act to test ideas for change on a small scale to determine whether they result in improvements.
- If improvements are recorded, expand the tests gradually until you are confident the changes should be more widely adopted.

In April 2013, team members at Anderson Hospital performed a kaizen event that enabled staff to identify opportunities to improve ED throughput, discharge for acute care patients, communication around medications and room turnaround times. The team also identified change-management metrics that could be monitored to determine the impact of the hospital's efforts.

This column is made possible in part by Philips Healthcare.

PHILIPS

Sourced from
Healthcare Executive—SEPT/OCT 2015.



Career Corner— An ACHE special

Introducing CareerEDGE™

In the rapidly changing healthcare field, a career plan is more important than ever. If you're not proactively managing your career, finding success and reaching your goals may be a challenge. 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 site links, news items and other career resources
 - Access to several free assessments including a 360° Working Style tool and a modified version of ACHE's popular Healthcare Leadership Competencies Assessment Tool
 - An innovative career planning framework to guide your thinking about career success in healthcare 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, assessing the level of progress toward developing needed skill sets, and identifying programs, products and services that align with your leadership development efforts
- 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.

Using CareerEDGE Will Help You...

- Create a strategic career plan based on in-depth information about yourself and the healthcare marketplace
 - Identify overlaps and gaps in what is required for success in reaching your goal and maintaining satisfaction in your career
 - Develop an action plan addressing your needs at both a personal and professional level
 - Connect to developmental resources to help you minimize gaps and increase your marketability
- You can also find a coach and/or mentor to assist in your ongoing development and share assessment results, career analysis and career/action plans with them.

Available CareerEDGE Resources

CareerEDGE includes free career development assessments, such as:

- **CenterMark:** Assess the key attributes and behaviors associated with job performance and satisfaction. This tool pro-

vides an in-depth view of 11 key areas associated with job performance for each of the Myers Briggs 16 types including: characteristics, contributions to the organization, management style, communication style, learning style, problem solving, decision making, conflict resolution, motivators, team participation, change management and growth opportunities.

- **MatchPoint:** Assess the key characteristics influencing job fit and satisfaction. This tool helps you, as an employee, better understand your goals, professional contributions, developmental needs and potential pitfalls. It assists both you and your manager in identifying where in the organizational structure you might find the best match with your interests, values and skills.



- **ValueBase:** An assessment for clarifying your values and the importance of how these values are actualized and expressed in your job. It includes relevant case-based examples, exercises and journaling capabilities. Numerous strategies and templates are provided for your development and community participation.

- **Working Styles 360°:** A view of observable social behaviors and working styles identified by four themes: Expressive, Amiable, Driver and Analytical. Working Styles analyzes work settings, environment fit, communication and management style with development suggestions. Can be completed as a self-assessment or include a 360° option.

CareerEDGE also includes the following resources:

- **Healthcare Leadership Competencies Review:** A modified version of ACHE's popular Leadership Competencies Assessment Tool (with automated competency gap analysis results).
- **Customizable Job Opportunity Listings:** Create customized RSS feeds from ACHE's Job Center and Indeed.com that will appear on your career dashboard.
- **Career and Job Search Research Tools:** Links to several industry, company and healthcare databases and additional research sources which can be valuable to your career planning and job search efforts.

News and Event Information: You'll keep up to date with ACHE events, programs and services to help in your networking and professional development.

USEFULL LINKS

[ACHE JOB CENTER](#)

[CAREER RESOURCE CENTER](#)



IN



FOCUS

Healthcare articles reprinted from ACHE—eNews

IOM Report Recommends Fixes for Diagnostic Errors

Approximately 5 percent of U.S. adults who seek outpatient care experience a diagnostic error, according to the Institute of Medicine's most recent report, *Improving Diagnosis in Healthcare*. The IOM points a finger at hospitals and physician practices for inadequately addressing such errors because of sparse data, few reliable measures and mistakes that are often discovered after the fact. Going forward, the IOM recommends eight goals for the healthcare field to strengthen diagnoses and reduce corresponding errors, including facilitating more effective teamwork in the diagnostic process among healthcare professionals, patients and their families and enhancing healthcare professional education and training in the diagnostic process. The report also suggests several next steps the healthcare field can take to act on these recommendations, such as urging federal agencies to develop a research agenda on diagnostic errors by the end of 2016. Stempniak, M. "Today's IOM Report Spells Out 8 Ways to Address Deadly Diagnostic Errors". *H&HN*, Sept. 22, 2015

White House: More Americans Insured Despite Stagnant Income

More Americans gained health insurance in 2014 despite there being no statistical change in income for the typical U.S. household last year, according to a new Census Bureau report on income, poverty and health insurance coverage. The percentage of people without insurance was 10.4 percent last year, down from 13.3 percent in 2013, due in part to the Affordable Care Act, according to the annual report. Furthermore, the report found that the fraction of the population without health insurance decreased in 2014 in every state, and that from 2013 to 2014, the overall rate of insurance coverage increased for all racial groups and for Hispanics, who may be of any race. However, the report found that after adjusting for inflation, there was no significant change in median household income, suggesting that there were more "nonfamily households" in 2014, according to Edward J. Welniak Jr., a Census Bureau statistician. The report also found that many households have not recovered the purchasing power they had before the recession that began in December 2007, with median household income 6.5 percent lower in 2014 than in 2007. Pear, R. "Healthcare Gains, but Income Remains Stagnant, the White House Reports". *The New York Times*, Sept. 16, 2015

New NMA President To Target Racial Disparities in Healthcare

Edith P. Mitchell, MD, FACP, program leader of gastrointestinal oncology and associate director for diversity programs at Thomas Jefferson University, Philadelphia, plans to target racial disparities in healthcare in her new role as president of the National Medical Association, a 30,000-member professional organization for African American and other minority physicians. Mitchell, 67, is calling her platform during her years as

NMA president, "True North, Toward Healthcare Equity for Minority Populations in the United States of America." She has a particular interest in studying triple-negative breast cancer, an aggressive form that occurs more frequently in African Americans, and drug-treatment trials, which historically do not recruit enough minority patients. Burling, S. "Medical Society Leader Targets Racial Disparities in Healthcare". *The Philadelphia Inquirer*, Sept. 18, 2015 .

Standard and Poor's Issues Improved 2015 Outlook for Not-for-Profit Hospitals

The 2015 outlook for the not-for-profit hospital sector went from negative in December to neutral, according to a recent Standard and Poor's report, which credits the improved outlook to Medicaid expansion, growing patient volumes and increased cash reserves. The report expects the sector's outlook to remain stable through 2016 despite the continuing transition from a fee-for-service payment system to a value-based one. The S&P report joins two other credit rating agencies in giving the sector an improved outlook, with Moody's report citing similar reasons and Fitch crediting the Supreme Court's June decision to uphold Affordable Care Act subsidies. However, the report notes continuing challenges for the nonprofit hospital sector, such as a credit gap between large providers with specific market strengths and smaller providers unable to leverage their more limited size and scale.

ACHE-news is provided as a benefit of membership to ACHE members only. If you are not currently an ACHE member, please visit ache.org for more information on becoming one. Past issues of ACHe-news are also available on ache.org, in the Newsletters section of the Publications Area. If you have questions or comments about ACHe-news or wish to change your subscription email address, write to contact@ache.org.

For News and MORE..... Click below



ACHE-news
The newsletter exclusively for ACHE members



Your local ACHE chapter is HEF-WNY

As of January 1, 2008, all members of The American College of Healthcare Executives (ACHE) are automatically members of Healthcare Executive Forum of Western New York if they work in the HEF service area (Allegany, Cattaraugus, Chautauqua, Erie, Niagara, Orleans and Wyoming) or if they notify ACHE that they wish to be affiliated with this chapter. HEF no longer charges local chapter dues nor accepts applications for HEF-only membership.

ACHE—NATIONAL NEWS

Join the Rainbow Healthcare Leaders Association

The Rainbow Healthcare Leaders Association is a national organization whose 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 as they navigate their careers in healthcare.

For more information about RHLA membership or any of its programs, visit rhla.org.

Exam Online Community Offers a Complimentary Interactive Learning Platform

Members preparing for the Board of Governors Examination can access the Exam Online Community as a complimentary and supplementary resource that can boost their confidence and help them succeed. The interactive platform gives Members the opportunity to learn and glean study tips from others taking the Exam. It also provides an opportunity to discuss Exam topics with experts for better understanding and the option to participate in study groups. Join the Exam Online Community at bogcommunity.ache.org.

Postgraduate Fellowship Area of 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 regarding postgraduate fellowships at ache.org/PostGrad. The materials are for those 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 in which organizations post their fellowship offerings and for students to find opportunities they want to pursue. Additionally, there are resources for organizations seeking to start a fellowship—these include sample manuals, templates and checklists.

Save the Date: Physician Executives Forum Programs

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

Physician Executives Forum Education Program
Oct. 10, 2015 Hyatt Regency Washington on Capitol Hill
More details available at ache.org/PEForum

If you have questions about this Forum program or Forum membership, please contact Erika Joyce, CAE, assistant director, Division of Member Services, at (312) 424-9373 or ejoyce@ache.org.

Tuition Waiver Assistance Program

To reduce the barriers to ACHE educational programming, ACHE makes available a limited number of tuition waivers to Members and Fellows whose organizations lack the resources to fund their tuition for education programs through the [Tuition Waiver Assistance Program](#). 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
- 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 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.

Take Charge of Your Career

Kenneth R. White, PhD, RN, FACHE, and J. Stephen Lindsey, FACHE, share teaching tips and a sample syllabus and course schedule in their Health Administration Press Book *Take Charge of Your Healthcare Management Career: 50 Lessons That Drive Success*. In the book, you will find 50 lessons that will help students navigate the bridge to a successful career in healthcare management and help them obtain success and professional development regardless of their position. Each lesson describes traits, behaviors and skills needed to maximize strengths, master career success and achieve the perfect career fit for them. Find an excerpt [here](#). This book will be of particular interest to recent master's programs graduates and early careerists.



American College of
Healthcare Executives
for leaders who care®

For News and MORE..... Click below



ACHe-news
The newsletter exclusively for ACHE members



Event Highlights 3rd Quarter 2015

July 22nd, 2015 : Summer Networking Event



On July 7, 2015, guests attended the Healthcare Executive Forum Summer Networking Event at Acqua Restaurant on 2192 Niagara Street, Buffalo, NY. Attendees enjoyed light hors d'oeuvres in a formal and intimate setting. All those in attendance appeared grateful for being granted the opportunity to converse with fellow clinical and managerial leaders in healthcare.

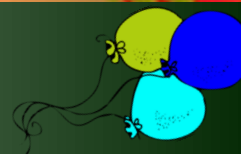
September 24th, 2015 : Conversation with an executive



Patricia Ahern, CEO, RN, MBA, FACHE shared her extensive palliative care career experience and work insight to a room of enthusiastic listeners. Her career has spanned from humble beginnings in which she was instructed that nursing was the ideal career path to becoming a member of the elite C-suite. She echoed the sentiment that passion and commitment to one's craft are fundamentally essential to being successful. Ahern joins the likes of Charles Urlaub, CEO/President of Mercy Hospital, Jamal Ghani, EVP and System COO for Kaleida Health, our regent, Betsy Wright, President and CEO of WCA Hospital, former COO of Roswell Park as orator in our highly sought out Conversation with an Executive series.



UPCOMING EVENTS



November 2015: Career Development event – Although not finalized yet, speakers will correspond to various demographics (ie. entry, mid, upper-level, career change) to provide suggestive tips for job placement and maintenance. Thus far, area schools D'Youville, Bryant & Stratton and the University at Buffalo School of Management will participate. The event will be held at Hospice Buffalo, 225 Como Park Blvd., Cheektowaga, NY 14227.

Spring 2016: Category I Programs – One of our programs will involve population health. We are currently narrowing our scope to a topic within population health and considering respective speakers. In addition, we are looking forward to a partnership with P2 Collaboratives.

Conversation with an Executive – Because these events are so popular with our guests, we will continue to facilitate them for attendees and contact potential speakers.

Celebrate this summer by getting your colleague an ACHE membership.

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>

