



Healthcare Executive Forum

Healthcare Executive Forum, Inc of Western New York

1st Quarter Newsletter 2015

American College of
Healthcare Executives
for leaders who care®

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Meet our Board Officers

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Healthcare Executive Forum, Inc. Newsletter— 1st Quarter 2015

From our President



Healthcare Executive Forum has been busy bringing you all sorts of exciting events for 2015. It is only March and we have already had a networking event, a conversation with an executive program, and two upcoming offerings in April and June. The Program Committee has done a tremendous job making sure we are able to bring you the best value to meet new people and learn about new things locally.

I hope many of you were able to attend ACHE's Congress in Chicago. It is a great way to stay connected nationally and meet new colleagues from across the country. They always have so many fascinating topics to choose from, it is hard to decide what to attend at times.

For those who are eligible to become Fellows or sit for the Board of Governors exam, I want to encourage you to take the leap! The FACHE credential is the gold standard in the industry. We want to see you achieve your goals and thrive.

The Board of Directors has been hard at work updating our bylaws, job descriptions, and other items as part of the leadership collaborative from ACHE. A special thanks to Rachael Nees and Sudha Bommidi for their leadership on this very important item. This will ensure a sustainable governance structure for our chapter for years to come.

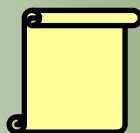
We have seen many new faces at our last few events. That is exciting! It is always wonderful to see each of you. There is something very rewarding about being around like-minded individuals who are out there making a difference in people's lives every single day. I hope to see all of you at one of our many events in 2015. As always, please feel free to reach out to me at either: vantrum1@yahoo.com or vantrum@kaleidahealth.org. Our committees are open to those who want to contribute and give back or gain new experience. Please let me know if you have interest in becoming involved. I wish you all continued health, prosperity, and success.

Best regards,

Vi

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

VP and CNO, Buffalo General Medical Center,
President of HEFNY (Buffalo Chapter of ACHE)
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Articles of Interest

Educating for a better career.

Leading Quality and Safety - *Getting to zero harm must start at the top.*



Deborah J. Bowen,
FACHE, CAE

In the past several years, the healthcare field has made tremendous strides in making healthcare safer for patients. Just four years ago, healthcare-associated infections affected one

in 25 hospital patients, according to the Centers for Disease Control and Prevention; about 75,000 hospital patients with HAIs died during their hospitalizations. New data released by the CDC shows we are making progress toward eliminating HAIs, with a 46 percent reduction in centralline bloodstream infections alone.

And in 2013, 50,000 fewer patients died from HAIs, according to the Agency for Healthcare Research and Quality. But while there is much to be proud of, there is no question we have more work to do. There is mounting evidence that leaders drive improvements in healthcare quality by providing focus for quality initiatives, a platform for engagement and a results-oriented approach. Here are some key ways leaders are ensuring patient safety remains a priority.

To start, healthcare leaders must keep patients in the hearts and minds of our teams by declaring that eliminating harm is both a personal and organizational priority. Creating a sense of urgency around the need to eliminate harm is paramount. Adopting three to five systemwide priorities that address safety goals and harm prevention can help leaders channel resources and efforts central to improving care while providing clarity for others about the work at hand. Leading team meetings with patient stories and progress reports on

priorities can further reinforce these priorities. But the work of healthcare leaders doesn't stop there.

Skilled leaders are essential to improving patient outcomes and reducing harm.

As patient champions, CEOs can be powerful role models for patient-centric behavior—by demonstrating their commitment through words and actions. Going beyond rounding to include patient and family participation in improvement efforts can provide useful insights for learning how to improve patient care. Leaders must also set the stage for ensuring the organizational culture makes it safe for everyone to discuss what is working in terms of safety strategies and what is not. In today's environment, everyone must understand their job is to do the work and improve the work they do. Finally, measuring and tracking results is key. Leaders should ensure there are systematic processes in place for capturing patient safety data across the organization, and this data must be shared regularly with all staff.

Transparent data helps put everyone on the same track and also serves as a valuable learning tool. Agility is built through understanding what is working and what is not and making adjustments to improve results for the benefit of patients. The cover feature in this issue contains numerous examples of organizations that are using innovative strategies to track and improve patient safety.

Our calling to the profession of healthcare leadership is grounded in our commitment to caring for others and serving those who are most vulnerable.

Skilled leaders are essential to improving patient outcomes and reducing harm. Together we can learn from what works—and what doesn't—and come closer to the ultimate goal of zero harms.

Deborah J. Bowen, FACHE, CAE, is president/CEO of the American College of Healthcare Executives. She can be reached at dbowen@ache.org.

Source: *Healthcare executive*, V30(7),
March/April 2015

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AN INTERVIEW WITH ACHE'S 2015- 2016 CHAIRMAN

RICHARD D. CORDOVA,
FACHE, president and CEO of
Children's Hospital Los

—by Jessica D. Squazzo

RICHARD D. CORDOVA, FACHE, president and CEO of Children's Hospital Los Angeles, assumes office March 14 as Chairman of the American College of Healthcare Executives at the annual Council of Regents meeting during the 58th Congress on Healthcare Leadership in Chicago.

In his role as Chairman, Cordova is looking forward to working with ACHE on implementing elements

What attracted you to the healthcare management field?

After receiving my undergraduate degree, I was fortunate to be accepted into a management training program for the County of Los Angeles, Chief Executive Office. There, I was assigned to the health team, which reviewed the Department of Health Services hospitals' budgets. Once I started working with the hospital administrative staff and toured the hospitals, I was hooked. What has kept me in the industry over the rest of my more than 40 years of service is my dedication to providing healthcare for the underserved. I am committed to the issues of healthcare access and health disparities, and when I look back at my career, I take pride in the fact that at each step, I was helping expand access to care for those who needed it most. Although there is more work to be done, access to care for the underserved is better than it was when I started my career. I take pride in a small part of that success.

What was your goal when you began your career in healthcare management?

When I began my career as a budget analyst, my idea of a great career at that time was to work hard and be successful in the role I had. I was fortunate to have mentors who helped me develop a vision for myself that ultimately ended up with me believing I could be a CEO of a hospital one day.

How has ACHE contributed to your success as a healthcare executive?

ACHE became a powerful force in my professional life when I was in the middle of my career. This occurred when I began to participate in ACHE

activities and was fortunate to be appointed to the Regents Advisory Council in Los Angeles. I worked with a wonderful group of peers and individuals who were my seniors; each of them helped expand my horizons. I saw the value of ACHE. I wanted to become a Fellow. Learning from my mentors gave me the motivation to give back to my profession. I did so by sponsoring a residency fellowship program for young professionals. The program that resulted still exists today with the Los Angeles County Department of Health Services. It was gratifying to have ACHE fully support my efforts to bring greater diversity to the field, and I saw the caliber of what ACHE offered me through lifelong learning and networking. From there, it simply has remained an important part of my professional life.

Who were your mentors?

I was fortunate to have some lifelong mentors in my career. The first person to hire me in the healthcare industry has remained my adviser through the years. I also had two very successful executives who took me under their wings and gave me opportunities that I would never have had without their support. Each of these individuals worked in the Los Angeles County Department of Health Services in the '70s and '80s, and I still frequently seek their advice.

What lessons have you learned as a healthcare executive?

I have learned thousands of lessons, but I'll share three of them with you:

Engage early. For early careerists network with your peers, join professional associations and commit to your career. Your organizations will recognize your efforts.

Surround yourself with good

people. As a CEO, sometimes I refer to myself as "a mile wide and an inch deep" on all the issues that face my institution. That is why it is critical that senior leaders like me surround ourselves with the people who are an "inch wide and a mile deep." You are only as good as the people with whom you surround yourself.

Work History

2005–Present

Children's Hospital Los Angeles
President/CEO (2006–Present)
President/COO (2005–2006)

1998–2004

Kaiser Foundation Health Plan and Hospitals, Oakland, Calif.
President/Southern California Region (2002–2004) *COO (1999–2002)* *Senior Vice President/Service Area Manager (March 1998–December 1998)*

1991–1998

The Department of Public Health, City and County of San Francisco
Executive Administrator, Community Health Network (1997–1998) *Executive Administrator, San Francisco General Hospital (1991–1997)*

1972–1991

The Department of Health Services, County of Los Angeles
Administrator, General Hospital at Los Angeles County/University of Southern California Medical Center (1986–1991)
Associate Hospital Administrator of Operations, Olive View Medical Center (1978–1986) *Chief, Government Relations, Department of Health Services (1975–1978)*
Budget Analyst/Chief Administrative Officer, (1972–1975)





LOCAL BUZZ.....

Affordability drives tech manager's choice of Buffalo over San Francisco

How does a 21-year-old who grew up in Silicon Valley and works for two California-based tech companies end up in Buffalo? -

[READ MORE](#)

Governor Andrew M. Cuomo Announces Launch of Year Two of World's Largest Business Idea Competition and Opening of New Incubator Space in Buffalo, New York—

Governor Andrew M. Cuomo today announced the opening of the 2015 application period for 43North- the worlds largest business idea competition with \$5 million in cash prizes, including a grand prize of \$1 million, six \$500,000 awards and four \$250,000 awards. - [READ MORE..](#)

Roswell Park Cancer Institute names new president, CEO

Candace S. Johnson, PhD, has been named president and CEO of Roswell Park Cancer Institute. - [READ MORE..](#)

Roswell Park spinoff, Indian pharma company start joint venture

A major Indian pharmaceutical company is forming a joint venture with a startup life-sciences company in Buffalo that grew out of research conducted at Roswell Park Cancer Institute. - [Read more..](#)

Jacobs Institute readies 3-pronged action plan

Recruiting talented researchers who have ideas that can be commercialized in the realm of vascular medicine. [Read more](#)

Start-Up NY efforts by UB draw 11 firms with 164 jobs

Eleven companies plan to invest \$8.7 million and create 164 jobs in tax-free zones connected to the University at Buffalo over the next five years, the Governor's Office announced Wednesday. - [Read more...](#)

The growth of the medical corridor is driving a new revival of Buffalo.

First Niagara Investing in Medical Corridor:

<http://www.bizjournals.com/buffalo/print-edition/2014/01/03/first-niagara-investing-inmedical.html?page=all>

Governor Cuomo's Buffalo Billion to bring 500 new jobs to Buffalo:

https://www.ci.buffalo.ny.us/Home/Leadership/City_Comptroller/economy



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.

For information on how to become an ACHE member and be affiliated with the HEF chapter, go to www.ache.org. Find us on [Facebook](#) and [LinkedIN](#) as well.



IN



FOCUS

Articles reprinted from ACHE—eNews

Several Chapters Recognized for Exceptional Performance

ACHE recognized 54 chapters for delivering high-quality service at the local level during the [Congress on Healthcare Leadership](#), held March 16-19 in Chicago. Chapters must meet one or more of the four performance standards outlined under ACHE's Chapter Management and Awards Program to receive recognition.

Four chapters won the Award for Chapter Excellence, which honors chapters that meet at least three of the four performance standards. Eleven chapters won the Award of Chapter Distinction, which honors chapters that meet at least two of the four performance standards. Twenty-four chapters won the Award of Chapter Merit for meeting at least one of the four performance standards. Fifteen chapters won the Award for Sustained Performance, which is awarded to chapters that meet at least one of the four performance standards for three continuous years. [Read the full list of award winners](#) (PDF).



ACHE Launches New Twitter Account

ACHE has expanded its social media presence by relaunching its Twitter account, renaming it [@ACHEConnect](#). Rather than posting news solely related to the annual Congress on Healthcare Leadership, we will now share news on healthcare leadership and insight from our organization year-round. We will post daily on topics relevant to leaders at all levels of healthcare management, and we'll share the content and resources we

One Year Later, Ebola Outbreak Offers Lessons for Next Epidemic

While the effort to eradicate Ebola has been expensive and messy, experts say the lessons learned can be used to prevent similar problems in the future. The World Health Organization has more than 700 people working at 77 field sites, and the U.S. Centers for Disease Control and Prevention has collaborated with teams in about 12 different countries to prevent further spread of the disease. Affected nations have created crisis teams and mobilized thousands of health workers, grave diggers and outreach groups, while charities have established hospitals focused on Ebola care.

Vaccines and experimental Ebola treatments are being tested in Africa under accelerated research protocols that include regulatory and ethical approval in the affected countries and abroad. "We need something more robust than an ad hoc system that we set up halfway through it," said Bruce Aylward, MD, who leads Ebola response efforts for the WHO.

From [One Year Later, Ebola Outbreak Offers Lessons for Next Epidemic](#) *The New York Times* (03/23/15) Fink, Sheri; Belluck, Pam; Gladstone, Rick

Rising Healthcare Costs Are Pressuring Patients

More than 60 percent of people polled by the private health insurance exchange eHealth are more worried about the financial impact of costly medical emergencies and paying for healthcare than funding their retirement or paying for their children's education. Deductibles have risen close to 150 percent from 2003 to 2013, according to the Commonwealth Fund. Meanwhile, studies by the Employee Benefit Research Institute indicate that people increasingly are reducing retirement and other savings and taking on more credit card debt to pay for healthcare. "The overall cost to everybody has slowed, but one of the reasons they've slowed is that there's been a shifting of costs to patients," says Paul Ginsburg, director of public policy at the University of Southern California's Schaeffer Center for Health Policy and Economics. Experts believe relief from high medical expenses will have to come from inside the healthcare system.

From [Rising Healthcare Costs Are Pressuring Patients](#) *Los Angeles Times* (03/29/15) Zamosky, Lisa



Supreme Court Rules Medicaid Payments Are Not Open to Litigation

In the case *Armstrong vs. Exceptional Child Center, Inc.*, the U.S. Supreme Court ruled on March 31 that healthcare providers cannot sue states in order to raise Medicaid reimbursement rates they regard as unlawfully low. Neither the U.S. Constitution nor federal law authorizes doctors and other healthcare providers to go to court to enforce the law's directive that states' reimbursement rates be adequate to ensure care and services for Medicaid recipients, the justices ruled 5-4.

HHS: Hospitals Saved \$7 Billion Under ACA

Hospitals' costs for treating uninsured patients fell by more than \$7 billion last year due to the Affordable Care Act, according to a recent report from the U.S. Department of Health and Human Services. Around \$5 billion of the reduction is tied to states that opted to expand Medicaid. The Obama administration also reports that the ACA helped 16 million Americans obtain health insurance and has slowed health spending.

For News and MORE.... Click below





Event Highlights 1st Quarter 2015

January 21st, 2015: At the CHEF's restaurant. A free event organized periodically by the HEF forum saw a robust attendance of professionals from all across western new York and a health discussion about recent developments in the healthcare field and discussions on future strategies.

The Healthcare Executive Forum of WNY

Winter Networking event

Build your network and enjoy a productive evening meeting and socializing with leading healthcare management professionals in WNY and it is all FREE

March 24th, 2015: at templeton Terrace. Another episode in a very popular series of events :Conversation with an executive".

On March 24th, **Jamal A. Ghani, System Chief Operating Officer for Kaleida Health**, was the featured speaker for the Conversation with an Executive series held at Templeton Landing. Jamal has extensive experience nationally with healthcare systems such as Metro and the Cleveland Clinic. All who attended gained new insight, knowledge, and perspectives from Jamal. The series is aimed at early careerists and others who wish to learn about career progression, growth, and what it takes to be successful. The intimate setting really allows people to engage high level executives, such as Jamal, in a way they may not otherwise be able

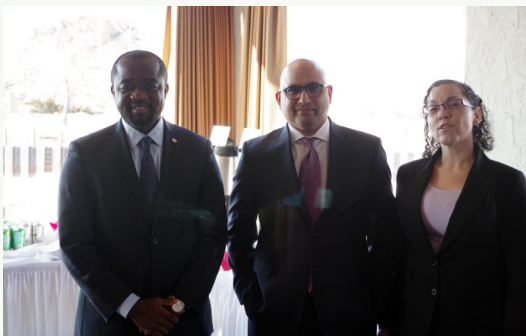
to. Jamal encouraged people to seek out mentors, get involved with organizations such as ACHE, and to not be afraid to make moves to gain experience. We enjoyed getting to know Jamal a little more and hearing his pearls of wisdom.

Next up in our series will be CJ Urlaub, CEO of Mercy Hospital. Look for updates to come learn about CJ in June.

Some attendees



Mr. Momba Chia, Mr. Jamal Ghani and our president Vi-Anne Antrum

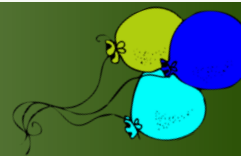


Mr. Jamal Ghani, the Chief Guest at the event.





UPCOMING EVENTS



**ON APRIL 21st, 2015,
at Conference Center, Niagara Falls**

Healthcare Executive Forum and Niagara University presents
**Technology Innovation: Changing the face of
Healthcare Delivery**
Leveraging the Impact of Technology in your Organization

Speakers

Moderator: Joe Winter, CPA, Assistant Professor, Niagara University

Joseph Ruffolo, President and CEO of Niagara Falls Memorial Hospital.

Kristine Principe, Assistant Professor & Director MHA Program, Niagara University.

Tony Pappagallo, Director of IT Project Catholic Health

Todd Folsom, Director of Information systems & Technology, Kaleida Health.

A very happy new year 2015!!

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>

