



HEALTHCARE EXECUTIVE FORUM, INC. (HEF)

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

2016 Q1 NEWSLETTER

From our President

Quarterly message from the chapter president.



Greetings Members and Friends of HEF,

I am honored and excited to be taking over the role of the President of our ACHE chapter. The transition from President-Elect to President was seamless thanks to the support and

guidance of our Immediate Past President Vi-Anne Antrum and the wonderful HEF Board, Committee Chairs, and Committee Members. The 2016 year started off on a great note with our Networking event at the Protocol Restaurant. We had a nice mix

Chapter Officers

President:

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

Immediate Past President:

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

Treasurer:

Rachael Nees, MBA, FACHE

Secretary:

Ashleigh Lamson, MA, MBA, CCRP, RAC

Program Committee:

Tauheedah Scott, MBA

Warren Marcus

Membership Committee:

Momba Chia, MHA

Warren Marcus

Communications Committee:

Ju Yi Chen

Momba Chia, MHA

of familiar faces and met some new attendees as well.

As we move forward I am pleased to say that we have good news. Our chapter is meeting or exceeding all requirements as an ACHE Affiliate Chapter. We have moved to a quarterly face to face Board Meeting schedule with the intervening months having meetings by an Operations Committee with a mirror structure: finance, programs, membership, communications, and sponsorship.

Finally, we want your news! Yes, we are being newsie! Tell us about things you, a colleague, or your institution is doing that you are proud of and would like to share with our membership.

The amount we can accomplish is greatly enhanced by all of you as members, to be pro-actively connected and engaged in the planning, promotion, and execution of HEF activities.

Warm regards,

Sudha Bommidi, FACHE

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Articles of Interest

Articles about leadership/management from ACHÉ.

Inspire Positivity Through Constructive Criticism

Constructive criticism can help employees improve their work and thus the organization. However, some managers can be negative when delivering the criticism, even if they have good intentions. Prefacing criticism with a comment such as “I want to help you do your job better” isn’t constructive if it destroys an employee’s confidence. Keep the strategies below in mind when providing advice to your employees:

- **Create an agenda.** Criticism should typically be given soon after a mistake is made, but make sure you plan out what you will be saying prior to any conversation. Take a few moments to consider the situation and jot down some notes. Most importantly: Don’t criticize in public.
- **Don’t use humor.** While humor can help to lighten the mood, jokes can send a mixed message. Criticism should be played straight when talking to employees about mistakes and performance problems.
- **Stay calm.** If you lose your temper, you could lose control of the situation—and you don’t want the discussion to turn into an argument. If necessary, wait a few minutes to calm down before speaking with your employees. If not, the conversation could have the opposite effect of your intentions.
- **Say something positive.** There’s no need to share extraneous praise, but it’s important to give employees a reason to listen to you. Expressing confidence in them can make them more receptive to your message.
- **Offer suggestions.** Pointing out errors is only a first step. Provide them with suggestions to avoid mistakes in the future, and ask him or her what could be done differently. Strong constructive criticism goes beyond identifying problems—it also is a way of offering ideas and solutions.

—Adapted from *Communication Solutions* January 2016 newsletter, www.communicationbriefings.com

Building Rapport

Rapport helps create and strengthen positive relationships built on trust and understanding; it is not something you can build overnight. However, you can do a few things to quicken the process:

- **Share a little of yourself.** To trust and respect someone, you need to know a little about that person. Share with your co-workers and employees a bit of your background and history. Communicate what you think and believe. Open up, and you'll be surprised how quickly people do the same.
- **Look for common ground.** As people start sharing information about themselves, look for things you have in common. Do you both like running? Are you both from California? Did you go to the same college? Finding similarities can help reduce resistance in areas you differ.
- **Follow their lead.** Pay attention to what other people are saying. Does someone have affinity for the word 'perfect'? Work it into your conversation. Does a co-worker have an upbeat tone? Mimic that. This mirroring is called pacing, and it can help build a subconscious bond between people who don't know each other that well.

—Adapted from *Communication Solutions* January 2016 newsletter, www.communicationbriefings.com.



Career Corner

Tips to Maximize Your LinkedIn Profile

1. **Fill out your profile completely.**

The more fields you fill out, the more well-rounded you seem as a networking connection and also as a potential candidate for a job. However, this doesn't mean you should include every job you've ever held. Make sure that what you include will help you reach your goals for LinkedIn, whether it's a job search, looking for advice for your current position, or networking.

2. **Reorder the sections so that the most important details stand out first.**

While LinkedIn will let you include lots of information on nearly any aspect of your life, most people looking at your profile are just going to scan for the highlights. The ability to reorder sections allows you to control what your first impression will be for new and potential connections. This can be done with a quick and easy drag and drop on the "Edit Profile" tab.

3. **Showcase professional accomplishments.**

LinkedIn allows users to add certifications or credentials, indicate if you were recently published, add volunteer experience, list professional courses, and more. You can choose from a wide variety of section types on the right-hand side of the "Edit Profile" tab, and LinkedIn will take you through the steps to fill it out.

4. **Add a photo.**

This helps people you've met in person recognize you, and it provides a sense of security for new connections, as they know they are connecting with a real person who is active on LinkedIn. Make sure the photo is the kind of image you'd want colleagues or potential employers seeing. You should look polished and professional.

5. **Take recommendations and endorsements seriously.**

Recommendations and endorsements that you give and receive appear on your profile, so make sure they show the best side of you. You can request recommendations from previous employers as well as connections that you have managed. If a connection submits a recommendation with a typo or other errors, politely request a revised recommendation. Don't forget: The recommendations you give are also displayed on your profile.

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6. Include a detailed summary.

Your summary should include a brief paragraph summarizing your work experience, especially work experience that is relevant for the job you want. Include unique abilities and differentiators. In the second paragraph, you should define your career aspirations.

7. Sign up for a unique URL.

Important for personal branding, your unique URL will also make your profile more likely to show up in search engines. You can set this up in the “Edit Profile” tab.

8. Link media to your profile to make it stand out.

You can add media samples of your work to the Summary, Education, and Experience sections of your profile. Items can be added, edited, moved, or removed using Edit Profile. A wide variety of content sources are supported, including documents, videos and presentations. Use this function to show what you are contributing to the field.

9. Use appropriate keywords.

LinkedIn displays pages based on algorithms, so to maximize the tool, you need to think like a search engine. Think of searches in which you’d like your profile to appear and try them to see where you fall. Try searches within LinkedIn and in search engines like Google and Bing. If you’re not happy with the results, try adding more appropriate keywords to your profile and try searching again.

—Get the Congress LinkedIn Tutorial presentation at ache.org/abt_ache/connect/socialnetwork.cfm

Follow us on social media at ache.org/SocialMedia

National News

Articles about leadership/management from ACHE.

CareerEDGE

In the rapidly changing healthcare field, a career plan is more important than ever. 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 board links, news items and other career resources.
- Access to several free assessments including a 360° Working Style tool, a modified version of Meyer's Briggs Type Indicator and ACHE's Healthcare Leadership Competencies Assessment Tool.
- An innovative career planning framework to guide your thinking about career success 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, identifying valuable resources, and assessing the level of progress toward developing critical skill sets.

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. Log in today to give yourself an edge in the healthcare job market! Visit [**ache.org/CareerEdge**](http://ache.org/CareerEdge).

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ACHE Senior Executive Program

The Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have been senior directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to be a CEO. The program consists of three sessions, each two-and-a-half days in length. Locations and dates are as follows: Chicago, IL. (June 6–8), San Diego, CA. (Aug. 14–17), and Orlando, Fla. (Oct. 24–26).

Participants grow professionally in a supportive learning environment over three sessions. The program includes relevant topics, including reducing medical error, improving board relationships, increasing personal influence, understanding financial management in the era of payment reform, confronting disruptive behavior and influencing organizational change.

Enrollment is limited to 30 healthcare executives. A limited number of partial scholarships underwritten in part by Toshiba America Medical Systems Inc. are available for those individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie Russo, program specialist, at (312) 424-9362, or visit ache.org/SeniorExecutive.

ACHE Executive Program

The ACHE Executive Program is designed to help healthcare middle managers refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over three multiday sessions. The program covers relevant topics, including improving patient safety and clinical quality, understanding physician integration strategies, appraising personal leadership, managing disruptive behavior, increasing talent development, understanding hospital governance and conflict management and measuring financial success.

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The Executive Program will be held at the following locations and dates: Chicago, IL. (June 6–7), San Diego, CA. (Aug. 14–17), and Orlando, Fla. (Oct. 24–26). Participants must attend all three sessions in each city.

Enrollment is limited to 30 healthcare executives. A limited number of full scholarships underwritten in part by Toshiba America Medical Systems, Inc. are available for those individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie Russo, program specialist, at (312) 424-9362, or visit ache.org/Executive.

Event Highlights



Thanks to the Chief Operating Officer & VP of Operations at Mercy Hospital — Eddie M. Bratko for sharing his valuable career stories and insights. What a great talk and amazing event!

Contact Us

Healthcare Executive Forum, Inc. (HEF)

Email us at info@hefny.ache.org

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

