



HEALTHCARE EXECUTIVE FORUM, INC. (HEF)

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

2017 Q1 NEWSLETTER

From Our Leader

Quarterly message from the chapter leader.

The Program Committee has been busy this year.

We have conducted a very successful careerist seminar in collaboration with D'Youville College entitled "The Journey Toward a Successful Career in Healthcare Management: Finding Your Pathway." Presenters included those who are human resources specialists, mid-careerists, senior level managers and recent graduates.

On April 7th HEF will in partnership with D'Youville College offer a 1.5 ACHE Face to Face Program entitled WNY Roadmap for Interoperable Electronic Health Records. Register now at <http://roadmap4ehr.eventzilla.net/>.

This program is part of D'Youville College week long Public Health Initiative which features regional and statewide thought leaders addressing how the system works and how enhanced technology and protocols will allow for greater efficiencies.

What the future holds in store?

Of course, we have our Summer networking event that this year will be **HUGE!** We are really going to "make your summer!" Stay tuned for details.

Even More Collaboration

Program with HFMA – We are talking Face to Face Credits and HFMA Credits.

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Chapter Officers

President:

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

Immediate Past President:

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

President Elect:

Momba Chia, MHA

Treasurer:

Rachael Nees, MBA, FACHE

Secretary:

Brittney Merritt, MHA

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Partnership with Groups such as P2 focused on outreach o high risk populations.

Programming with Niagara University School of Business Administration.

That is just for starters. Because we've only just begun and yes we are getting geared up for next year too!

Best wishes,

Warren Marcus



Articles of Interest

Articles about leadership/management from ACHÉ.

6 Ways to Boost Alignment and Improve Strategy Execution

Developing an efficient and innovative new strategy can be challenging, but not nearly as challenging as aligning people in an organization to successfully execute that strategy, according to a recent Harvard Business Review article. Summarized below are six steps to help your leadership team boost alignment and create focus around the “highest-impact actions that will drive the organization’s most important outcomes.”

- 1. Define the one most important outcome.** Identifying the most important thing your team hopes to accomplish in the next 12 months will help clarify your next steps.
- 2. Distinguish the most essential people.** Your strategy may require a team effort, but it’s also crucial to recognize whose job is most essential to achieving the organization’s goal. Doing so will help focus leaders’ efforts and resources.
- 3. Have key players pinpoint their primary contribution.** Similar to how your team should identify one outcome, your key people should identify their one pivotal strength related to the strategy and their one key contribution. Simplicity is a must when it comes to maintaining momentum.
- 4. Conduct coaching sessions.** Leaders should have “laser-focused, 30-minute one-on-one coaching sessions” to ensure headway is being made and progress is on track.
- 5. Gather and report data.** Coaching sessions give leaders the chance to collect data on trends and organizational obstacles team members are facing. Sharing data with the previously identified key people can help drive priorities forward.
- 6. Enhance performance.** Have the key contributors fill out surveys on how the organization’s key strategy is progressing and whether they feel the 30-minute coaching sessions are valuable or effective. This information can help leaders improve their strategy execution.

—Adapted from [*“Execution Is a People Problem, Not a Strategy Problem,”*](#) by Peter Bregman, Harvard Business Review, Jan. 4, 2017.

The Social Side of Emotional Intelligence: Bad Habits to Avoid

Recent studies show likability can be traced back to a few social skills such as sincerity, transparency and understanding. According to Travis Bradberry, author of the best-selling book Emotional Intelligence 2.0, people with high emotional intelligence often possess such skills. They also tend to avoid the following bad behaviors, which can make you unlikeable:

- Humble-bragging and self-deprecation
- Being too serious or unsociable
- Not asking enough questions during a conversation
- Emotional instability, e.g., throwing things, screaming, etc.
- Using your phone while interacting with people
- Name-dropping to seem important or interesting
- Gossiping
- Being close-minded
- Over-sharing personal information or problems

“When you build your awareness of how your actions are received by other people, you pave the way to becoming more likable,” wrote Bradberry.

—Adapted from [*“7 Things Wildly Successful People Do Before 7:30 A.M.”*](#) by Travis Bradberry, *Forbes.com*, Jan. 24, 2017.

National News

Articles about leadership/management from ACHE.

New Websites for the Journal of Healthcare Management and Frontiers

ACHE's publishing division, Health Administration Press, has recently partnered with Wolters Kluwer, a global leader in professional information services and the publisher of more than 300 health-related journals. The partnership will expand digital distribution of ACHE's journals to academic libraries and healthcare institutions, as well as implement best-in-class journal practices that will enhance search capabilities and online discoverability through Wolters Kluwer's Ovid database platform.

New websites for the *Journal of Healthcare Management* and *Frontiers of Health Services Management* were launched in January and include a more robust catalog of archived content. The full run of back issues for *Frontiers* is currently available, and the complete archive for *JHM* will be developed throughout 2017. Previously, the digital editions for both journals were only available from 2006 to present day.

Digital conversion of the full run of both journals will not only extend the content available to ACHE members, it will also preserve important historical resources and perspectives for the field of healthcare administration as a whole.

As an added benefit of the partnership, ACHE members now will have digital access to both *JHM* and *Frontiers*. Previously, digital access had been limited to one jour-

nal of the member's choice. Members who currently receive a print copy of a journal will continue to do so under the new partnership.

Members may visit the new journal websites at ache.org/Journals. You will be prompted to log in with your ACHE credentials. Choose the journal you want to view, and you will be redirected to the new sites. The new sites feature a responsive design and are easily viewed on mobile devices.

Healthcare Executive magazine will continue to be available in the current digital format at ache.org/Publications and in the digital publications app. For more information about the partnership with Wolters Kluwer, your online access, or your print subscription, please contact HAP at hapbooks@ache.org.

ACHE, IFD Alliance to Expand Healthcare Internships for Diverse Individuals

ACHE and the American Hospital Association's Institute for Diversity in Health Management have entered into a strategic collaboration to co-promote the Summer Enrichment Program, which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The program places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations.

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As of Oct. 31, 2016, hospitals, health systems and other healthcare organizations interested in hosting an intern from the program in 2017 can register at diversityconnection.org/SEP. IFD staff will work with organizations to match program students with host sites beginning in February. Internships generally will take place from June through August. The program will be administered by IFD and co-promoted by ACHE, primarily through ACHE chapters across the country.

For more information about the program or on becoming a host site, visit diversityconnection.org/SEP or contact Jasmin Clark, membership and educational specialist, IFD, at ifd-sep@aha.org or (312) 422-2658; Terra L. Levin FACHE, CAE, regional director, Division of Regional Services, ACHE, at tlevin@ache.org or (312) 424-9329; or Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

ACHE Senior Executive Program

The ACHE Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have included senior or executive directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to become a CEO.

The program's locations and dates are as follows:

- Chicago (June 5–7)
- San Diego (Aug. 14–16)
- Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city. Participants grow professionally in a supportive learning environment over the course of three multiday sessions. The Senior Executive Program is tailored for senior leaders, providing them with an opportunity to gain skills in decision making, problem solving and team building. The program features three primary focus areas: “Charting Your Leadership Course,” “Leading the Value-Ready Healthcare Enterprise” and “Guiding Enterprise wide Change.”

Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie L. Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit ache.org/SeniorExecutive.

ACHE Executive Program

The Executive Program is designed to help mid-level managers in healthcare refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over three multiday sessions.

The Executive Program will be held at the following locations and dates:

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- Chicago (June 5–6)
- San Diego (Aug. 14–16)
- Orlando, Fla. (Oct. 30–Nov. 1)

Participants must attend all three sessions in each city.

The Executive Program is tailored for mid-level managers, providing them with an opportunity to assess their skillsets in order to develop stronger leadership capabilities and prepare them for change within their organizations. The program features three primary focus areas: “Charting Your Leadership Course,” “Preparing for Accountable Care” and “Managing for an Uncertain Future.”

Enrollment is limited to 30 healthcare executives. A limited number of scholarships are available for individuals whose organizations lack the resources to fully fund their tuition. For more information, contact Catie L. Russo, program specialist, Division of Professional Development, ACHE, at (312) 424-9362, or visit ache.org/Executive.

Board of Governors Exam Fee Waiver Campaign: March 1–June 30

The Board of Governors Exam fee waiver promotion allows eligible ACHE Members to save \$200 when they submit their Fellow application between March 1 and June 30, 2017.

*[Eligible Members](#) must submit their completed Fellow application, \$250 application fee and meet all require-

ments—including the three years of ACHE membership tenure and five years of healthcare management experience—by June 30 to receive approval to take the Board of Governors Exam. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee.

For more information on recent changes to the application process requirements, go to ache.org/FACHE.

ACHE’s Leader-to-Leader Program

When you share the value of ACHE membership with your colleagues by encouraging them to join or advance to Fellow status, you can earn points to obtain rewards such as gift certificates toward ACHE education programs, clothing, a travel mug and a fitness tracker. If you sponsor three or more Members who successfully achieve Fellow status, you can even be entered into a raffle for a free registration to ACHE’s Congress on Healthcare Leadership.

Each time a person joins ACHE or advances to Fellow status and lists your name as a sponsor on the application, you earn a point. The more points you earn, the more rewards you can receive. Points expire on Dec. 31 of the year after they were earned (e.g., a point earned on Jan. 1, 2017, will expire on Dec. 31, 2018). You can check your point balance in the My ACHE area of ache.org. To ensure colleagues mention your name, referral cards are available for you to pass out so you receive the credit you deserve.

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When you help grow ACHE, you make a strong statement about your professionalism and leadership in the healthcare field and also strengthen the organization.

For more information on the program, go to ache.org/l2l.

ACHE Member Communities Enhance Membership Experience

ACHE's Asian Healthcare Leaders Forum, Healthcare Consultants Forum, LGBT Forum and Physician Executives Forum, enhance value for ACHE members through a package of benefits tailored to their unique professional development needs.

AHLF helps increase the representation—through leadership and professional development—of Asian-Americans in healthcare executive management, policy and administration. Visit ache.org/AHLForum to learn more.

The Healthcare Consultants Forum can help healthcare consultants stay ahead of the curve and more effectively meet client needs through targeted resources. More information is available on ache.org/HCFForum, where interested consultant members can join.

The LGBT Forum enhances representation of lesbian, gay, bisexual and transgender healthcare executives and promotes high-quality care for LGBT individuals and their families. The Forum provides opportunities

for personal and professional growth to members in various healthcare settings and at all career stages. To learn more or to join, visit ache.org/LGBTForum.

The Physician Executives Forum offers education, networking and relevant information that address the top issues physician executives face, such as leading quality initiatives and enhancing interdisciplinary communication skills. Visit ache.org/PEForum to find out more about the Forum's benefits and to join.

Benefits of membership in any of the forums include a special designation on ACHE's online Member Directory, an e-newsletter and the opportunity to participate in an exclusive ACHE LinkedIn Group dedicated to the respective member community.

The cost of membership for each forum is \$100 per year, in addition to ACHE annual dues.

ACHE Call for Nominations for Regent-at-Large

The ACHE Board of Governors is calling for applications to serve as Regent-at-Large in Districts 2, 3, 4 and 5 beginning March 2018. ACHE Fellows are eligible for Regent-at-Large vacancies within their district.

- **District 2** consists of the District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia and West Virginia.

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- **District 3** consists of Illinois, Indiana, Iowa, Kentucky, Michigan, Nebraska, Minnesota, North Dakota, Ohio, South Dakota and Wisconsin.
- **District 4** consists of Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee and Texas.
- **District 5** consists of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington and Wyoming.

The primary purpose of the Regents-at-Large positions is to promote in ACHE governance a more diverse representation relative to race, ethnicity, gender and sexual orientation. The responsibilities of the Regent-at-Large, including suggested knowledge, skills and experience, are included in the position description posted at ache.org/RegentAtLarge. Appointments will be made by the Board of Governors in November 2017. Candidates should not directly contact members of the Board of Governors to request letters of support.

Fellows from Districts 2, 3, 4 and 5 may apply to serve by sending a letter (see specifications below) via U.S. mail postmarked between Jan. 1 and July 15 to Caitlin E. Stine, American College of Healthcare Executives, 1 N. Franklin St., Suite 1700, Chicago, IL 60606-3529.

Materials can also be sent via email to

cstine@ache.org or faxed to (312) 424-2836. All candi-

dates will be listed in the Member Center of ache.org under the heading “Regent-at-Large Declared Candidates.” Any candidate not listed by July 31 should contact Caitlin E. Stine immediately. If prospective candidates have any questions about the application process, they should also contact Caitlin E. Stine.

Application specifications: To be considered, applications must include:

- A statement, in the form of a letter, by the candidate that addresses his or her qualifications for the position, including the demographic characteristics, knowledge, skills and experience.
- A professional resume of education and work experience.

Candidates may include up to two letters of support for their candidacy. Letters of support may not be solicited from current members of the ACHE Board of Governors.

ACHE Call for Nominations for the 2018 Slate

ACHE’s 2017–2018 Nominating Committee is calling for applications for service beginning in 2018. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Open positions on the slate include:

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- Nominating Committee Member, District 1 (two-year term ending in 2020)
- Nominating Committee Member, District 4 (two-year term ending in 2020)
- Nominating Committee Member, District 5 (two-year term ending in 2020)
- Four Governors (three-year terms ending in 2021)
- Chairman-Elect

Please refer to the following district designations for the open positions:

- **District 1:** Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
- **District 4:** Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas
- **District 5:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming

Candidates for Chairman-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chairman-Elect and Governor candidates and the composition of the Board of Governors.

Candidates for the Nominating Committee should submit only a letter of self-nomination and a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and must be received by July 15. All correspondence should be addressed to Richard D. Cordova, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2017–2018 Nominating Committee will be held March 28, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m.

During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision by Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 26.

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To review the Candidate Guidelines, visit ache.org/CandidateGuidelines. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

2017 Premier Corporate Partners

The American College of Healthcare Executives is proud to recognize and thank our 2017 Premier Corporate Partners. ACHE's Premier Corporate Partners play an important role in providing funding that helps ACHE develop new programming initiatives, career resources, enhanced networking opportunities, and additional educational lectures at our Clusters, to name just a few. By partnering with ACHE, these companies are clearly demonstrating their commitment to your career development and the importance of continuing education in an era of transformative change.

- [Aramark](#)
- [athenahealth, inc.](#)
- [Baxter Healthcare Corporation](#)
- [BD](#)
- [Cardinal Health](#)
- [Cerner Corporation](#)
- [IBM Watson Health](#)
- [McKesson Corporation](#)
- [PHILIPS](#)
- [The Risk Authority Stanford](#)

Fund for Healthcare Leadership Thanks Supporters

On behalf of the Fund for Healthcare Leadership, we thank all our generous supporters for their commitment

to ACHE's mission to advance our members and healthcare management excellence. Over 680 outstanding individuals helped the Fund for Healthcare Leadership provide another year of scholarships for ACHE's Senior Executive and Executive programs, as well as another cohort of the Thomas C. Dolan Executive Diversity Program. ACHE looks forward to more opportunities for outreach for the Fund in 2017, and hopes that our distinguished donors will again consider us in their charitable giving plans this year.

Event Highlights



Winter Networking Event @ Pearl Street Grill & Brewery on January 26, 2017



Journey to a Career in Healthcare Manage- ment @ D'Youville on Febru- ary 16, 2017



Upcoming Events



Organized by the Health Services Administration Department
of D'Youville College and Healthcare Executive Forum, Inc.
Approved for 1.5 hrs. of ACHE Face to Face Credits



American College of
Healthcare Executives
for leaders who care®

Panel Discussion

WNY Roadmap for Interoperable Electronic Health Records

Road to Mission Accomplished, Innovation in Electronic Health Records

David Ellis, MD

Chief of Emergency Medicine, VA
Director of Division of Telehealth,
SUNY Buffalo Department of
Emergency Medicine



Tak Nobumoto

Director of IT, Clinical Systems at
Catholic Health System of Buffalo

Brett Lawton

Chief Operating Officer, Jericho
Road Community Health Center



Daniel Porreca

Executive Director, HEALTHeLINK



Moderator

Anthony Billittier, MD

Chief Medical Officer, Millennium Collaborative Care, Erie County
Medical Center's performing provider system (PPS)
Emergency Physician, UBMD Emergency Medicine
Medical Director, Niagara Advantage Health Plan, LLC

Friday, April 7th

2:30 – 5:00 PM (Panel Discussion, Q&A)

D' Youville College

RSVP and more details at

<http://roadmap4ehr.eventzilla.net>



Contact Us

Healthcare Executive Forum, Inc. (HEF)

Email us at info@hefny.ache.org

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

