



HEALTHCARE EXECUTIVE FORUM, INC. (HEF)

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

2018 Q4 NEWSLETTER

From Our Leader

Quarterly message from the chapter leader.



Dear Colleagues,

Happy summer 2018! The first half of 2018 has been a great success with programs aimed at engaging and re-engaging the local HEF/ACHE membership and potential members while contributing to professional development. We are grateful to everyone who has been involved either in organizing and/or attending these events.

One key focus of Q2 was the development of Inclusion & Diversity Committee (I&D) with the goal of improving diversity in the composition of HEF membership to have a true representation of healthcare leaders in our chapter that represents the community we serve. In the coming weeks, we will continue to solicit the interest of our colleagues in the mental/behavioral health, developmental disability & social services sectors to become involved.

As outreach efforts continue, we strongly encourage current members who have not renewed their membership for 2018 to please consider doing so as soon as possible to prevent your membership from lapsing while taking advantage of all the outstanding opportunities ACHE membership affords.

Our annual "HEF Summer Networking Event" is scheduled for Thursday July 19th at the Marcy Casino located in Delaware Park. As always, this will provide yet another great opportunity for networking. Complimentary food and beverages will be served. Coming up later in the fall are other impactful programs with interesting topics relevant to today healthcare challenges such as Patient Safety Summit with opportunities for Continuing Education credits among others.

As you notice, there is truly a lot going on in 2018 and the extent of our success as chapter is dependent on your active involvement. So I encourage you to take advantage of all the educational & networking opportunities.

Thank you.

Best Wishes,

Momba C Chia, MHA

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Chapter Officers

President:

Momba Chia, MHA

Immediate Past President:

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

Treasurer:

Rachael Nees, MBA, FACHE

Secretary:

Brittney Merritt, MHA

Regent:

Frank B. Panzarella Jr., FACHE

Healthcare Executive Forum, Inc. (HEF)

Email info@hefnyc.ache.org

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

LinkedIn <https://www.linkedin.com/groups/4410582/profile>

Facebook <https://www.facebook.com/HEFWNY>

Articles of Interest

Articles about leadership/management from ACHÉ.

Study Connects Work-Life Balance, Burnout and Safety Culture

Healthcare is approaching a tipping point as burnout and dissatisfaction with work-life integration in healthcare workers continue to increase. Addressing work-life integration issues is crucial, as poor work-life integration has been linked to higher levels of burnout and patient safety risk, according to original research published in *BMJ Quality & Safety*.

Cross-sectional survey study was completed in 2016 and included more than 10,600 healthcare workers across 440 work settings within seven entities of a large academic healthcare system. Researchers created a work-life climate scale to assess the frequency of behaviors such as skipping meals, taking breaks and changing personal plans for work among healthcare professionals.

The study found that work-life climate was strongly associated with personal burnout and burnout climate, which describes how often professionals see signs of emotional exhaustion in their colleagues.

“Burnout has implications for patients, the individual healthcare worker and their families, and is linked to lower perceptions of safety culture, increased medical errors and lower quality care,” according to the study. “Targeting [work-life integration] behaviors may provide tangible interventions at the work setting level that reduce burnout.”

In addition to lower burnout, quartile analyses of the results revealed higher work-life climate scores were associated with better teamwork and patient safety norms, better leadership and increased readiness for quality improvement.

“Improving this climate should be a strategic priority for leaders interested in building capacity and resilience in their workforce,” wrote the study authors. “Improving [work-life integration] is likely to improve healthcare worker’s quality of life, organizational outcomes and, ultimately, quality of care for patients.”

—Adapted from “[Work-life balance behaviours cluster in work settings and relate to burnout and safety culture: a cross-sectional survey analysis](#),” by Stephanie P. Schwartz, Kathryn C. Adair, Jonathan Bae, et al., *BMJ Quality & Safety*, Oct. 11, 2018.

Hospitals Prioritize Clinical Documentation Improvement

Clinical documentation improvement was identified as a top priority by hospital technology, financial and physician leaders in a recent Black Book Market Research report.

“Because of increased patient engagement, the need for proper clinical documentation improvement driving quality outcome scores has never been more essential,” says Doug Brown, managing partner of Black Book.

Highlighted below are four additional findings from the survey.

- Nearly 25 percent of all U.S. hospitals now outsource some or all coding functions.
- Ninety-one percent of hospitals with more than 150 beds that outsource their CDI processes reported significant increases in appropriate revenue and proper reimbursements in the third quarter of 2018.
- Eighty-eight percent of hospitals confirm documented quality improvements and increases in case mix index within six months of CDI implementation.
- Eighty-nine percent of hospital financial officers say that the above factors do influence their motivation to adopt CDI practices.

—Adapted from [“Black Book Survey: New Generation CDI Enhances Patient Care and Reduces Financial Risk,”](#) Black Book Market Research, Oct. 19, 2018.

National News

Save the Date for the 2019 Congress on Healthcare Leadership

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development and opportunities to network with and learn from peers. At the [2019 Congress](#), to be held **March 4–7** at the **Hilton Chicago/Palmer House Hilton**, you will have access to expert faculty and the latest information to enhance your career and address your organization's challenges in innovative ways.

Join us in 2019 for countless opportunities to innovate, collaborate, grow and transform. The opening date for Congress 2019 registration and to reserve hotel accommodations was Nov. 13. Save your spot today!

Showcase Your Innovations at Congress

ACHE's Congress on Healthcare Leadership gives you two exciting opportunities to share your innovations, network with other innovators and discuss pressing issues in healthcare with other leaders seeking similar solutions. You can apply to participate in the Management Innovations Poster Session and/or the Technology Innovations Session.

The 35th Annual Management Innovations Poster Session is a unique opportunity for you to share the innovative work being done at your organization that might be helpful to others, including innovations to improve quality or efficiency, enhance patient or physician satisfaction, implement EHRs, use new technology and similar topics.

Innovations that apply technological or digital solutions (e.g., apps, software, automated texts, etc.) to meaningfully improve the efficiency of an organization or the effectiveness and/or access of care delivered can also be submitted for ACHE's **first ever** Technology Innovations Session.

Applications for both the Management Innovations Poster Session and the new Technology Innovations Session are due **Jan 10**. To learn more about application requirements and selection criteria, visit [con-](#)

gress.ache.org/your-congress-experience/showcase-innovations/.

Leading for Safety: Mastering Vision and Board Engagement

On Dec. 4, explore two of the six domains—Vision and Board Engagement—outlined in [Leading a Culture of Safety: A Blueprint for Success](#) during the complimentary ACHE webinar, "[Leading for Safety: Top Down, Bottom Up and Across the Organization](#)."

The presentation will provide strategies and techniques required for the Vision and Board Engagement domains and how to scale this initiative across an organization. This webinar is Part III of a three-part series. We encourage participants to attend all three webinars in the series to gain the maximum educational benefit. Access Part I and Part II of the series in ACHE's [On-Demand Webinar Recordings](#).

Learn more about the webinar and **register today**. Visit ache.org/Safety to download the blueprint and take the We Lead for Safety pledge.

Encourage Your Members to Apply for Fellow Status

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Earning the FACHE® credential demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field. Encourage your chapter members to take the next step in advancing their career. When they achieve Fellow status, this accomplishment benefits their professional goals and the healthcare management profession.

Applicants who successfully meet all requirements by Dec. 31, including passing the Board of Governors Examination, will be eligible to participate in the Convocation Ceremony at the 2019 Congress on Healthcare Leadership.

Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE® credential, ACHE offers complimentary resources to help them succeed. Two resources available to get you started are [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#).

- The *Reference Manual*, found at ache.org/FACHE, includes a practice 230-question exam and answer key, a list of recommended readings, test-taker comments and study tips.
- Fellow Advancement Information webinars provide a general overview of the Fellow advancement process, including information about the Board of Governors Exam, and allow participants to ask questions about the advancement process. An upcoming session is scheduled for Dec. 14. Register online at ache.org/FACHE.

Both offerings supplement other Exam resources such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

List Your Postgraduate Fellowship With ACHE

ACHE would like to know if your organization is offering a postgraduate fellowship for the upcoming year. If so, we encourage you to add it to our complimentary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad.

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. Gain exposure and attract top-notch applicants by posting your organization's program on ACHE's Directory. You may add a new listing or update a previous one at any time by completing the Online Listing Form.

Questions? Please contact Audrey Meyer, membership coordinator, at (312) 424-9308 or email ameyer@ache.org, Monday through Friday, 8 a.m. to 5 p.m. Central time.

Share Your Professional Announcements

Improve your visibility in the healthcare field and build your professional brand by sharing career updates with ACHE. Have you started a new job or been promoted recently? Are you planning to retire? Let ACHE know for a chance to be listed in the "On the Move" section of *Healthcare Executive* magazine. All you have to do is email the job title, organization and location of both your former and your new job, as well as a high-resolution headshot, to he-editor@ache.org.

Find Open Positions With ACHE's Job Center

Did you know you can apply for healthcare management positions quickly and easily with [ACHE's Job Center](#)? This member-exclusive resource allows you to search through nearly 1,500 open positions across the nation based on your preferences such as location and desired salary. We've recently added an Internship Tab to help students and recent graduates navigate opportunities. To gain more exposure to potential employers, all members have the option of posting a resume for review. To provide additional value, the Job Center is complete with a [Career Learning Center](#) to help you enhance your resume and leave a lasting impact during your next interview. To take advantage of these resources and more, visit ache.org/JobCenter.

ACHE Announces Nominating Committee 2019 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 2 at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 2. The 2019 slate is as follows:

Nominating Committee Member, District 2 (two-year term ending in 2021)

Donald G. Henderson, FACHE
President/CEO
Central Florida Health
Leesburg, Fla.

Nominating Committee Member, District 3 (two-year term ending in 2021)

David A. Stark, FACHE

President/CEO
UnityPoint Health
Des Moines, Iowa

Nominating Committee Member, District 6 (two-year term ending in 2021)

COL Mark D. Swofford, PhD, FACHE
U.S. Army

Governor (three-year term ending in 2022)

Kurt A. Barwis, FACHE
President/CEO
Bristol (Conn.) Hospital & Health Care Group Inc.

Governor (three-year term ending in 2022)

Brian C. Doheny, FACHE
Associate Vice President
Humana Inc.
Louisville, Ky.

Governor (three-year term ending in 2022)

Michael A. Mayo, FACHE
Hospital President
Baptist Medical Center Jacksonville (Fla.)

Governor (three-year term ending in 2022)

Mary C. Starmann-Harrison, RN, FACHE
President/CEO
Hospital Sisters Health System
Springfield, Ill.

Chairman-Elect

Michael J. Fosina, FACHE
President
NewYork-Presbyterian/Lawrence Hospital
Bronxville, N.Y.

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents meeting. Additional nominations for the offices of Chairman-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Petitions must be received in the ACHE headquarters office (American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council

of Regents.

Thanks to the members of the Nominating Committee for their contributions in this important assignment:

Edward H. Lamb, FACHE
Charles D. Stokes, FACHE
Chisun S. Chun, FACHE
Dolores G. Clement, DrPH, FACHE
Carle-Marie P. Memnon, FACHE
Stephen J. Pribyl, LFACHE
Michael O. Ugwueke, DHA, FACHE
Adam C. Walmus, FACHE

ACHE Call for Nominations for the 2020 Slate

ACHE's 2019–2020 Nominating Committee is calling for applications for service beginning in 2020. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Those interested in pursuing applications should review the candidate guidelines for the competencies and qualifications required for these important roles. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2022)
- Nominating Committee Member, District 4 (two-year term ending in 2022)
- Nominating Committee Member, District 5 (two-year term ending in 2022)
- Four Governors (three-year terms ending in 2023)
- 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 Charles D. Stokes, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

The first meeting of ACHE's 2019–2020 Nominating Committee will be held on March 5, during the 2019 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. 24.

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.

FACHE

Fellow of the American College of Healthcare Executives

The Distinction of Board Certification

What is a FACHE?

FACHE is the Fellow of the American College of Healthcare Executives. When you become board certified in healthcare management as an ACHE Fellow (FACHE), you'll have the knowledge, skills and confidence to succeed.

Why should I become a FACHE?

Earning the distinction of board certification in healthcare management as a Fellow of the American College of Healthcare Executives (FACHE) signifies your expertise, experience and commitment to continuing education and professional development. Just as members of the medical staff are board certified, having the FACHE credential by your name indicates a level of achievement in the profession.

How can I become a FACHE?

Step 1: Meet the eligibility requirements.

Step 2: Submit your advancement application. Upon approval, you will have two (2) years in which you must take and pass the Board of Governors Exam.

Step 3: Prepare for your Exam.

Step 4: Register for the Exam and pay the \$200 Exam fee. Exam eligibility will be valid for the two year duration of the approved fellow application.

What are the eligibility requirements?

Fellow candidates must meet all of the following requirements prior to applying and sitting for the Board of Governors Exam:

1. Current Member with three (3) years tenure as an ACHE Member, Faculty Associate, or International Associate. Student membership does not count toward tenure.
2. Master's degree (or other post-baccalaureate degree). A copy of your diploma or final conferred transcript is required.
3. Currently hold an executive healthcare management position with a minimum of five (5) years of executive healthcare management experience. A copy of your job description, organizational chart and resume is required.
4. Demonstrate 36 hours of healthcare-related continuing education within the last three (3) years of submitting an application (12 hours must be ACHE Face-to-Face education).

5. Two (2) examples of community/civic activities AND two (2) examples of healthcare-related activities within the last three (3) years of submitting an application.
6. Two (2) references: One (1) Fellow reference (must be a structured interview), the second reference may be from a senior-level executive (VP or higher) in your organization, OR it may be from a second Fellow.
7. \$250 Application Fee (non-refundable).

*Your Fellow application will remain valid for two (2) years in which you must pass the Board of Governors Exam.

What are included in the **Board of Governors Exam?**

The Board of Governors Exam begins with a short biographical data questionnaire that takes approximately five minutes to complete. There are 230 questions—200 are scored and 30 are "trial", unscored questions. Candidates will have up to six (6) hours to complete the exam. Each question has four (4) possible answers, and a candidate's score is based on the number of scored questions on the examination. The "trial" questions do not affect a candidate's score—they are included so they can be evaluated for possible use as scored questions on future examinations.

There are ten core knowledge areas included in the exam: Business, Finance, Governance and Organizational Structure, Healthcare, Healthcare Technology and Information Management, Human Resources, Laws and Regulations, Management and Leadership, Professionalism and Ethics, and Quality and Performance Improvement.

Where can I learn more about FACHE?

To learn more about advancing your healthcare career and becoming a FACHE, please go to <https://www.ache.org/membership/credentialing/index.cfm>.

Upcoming Event

Healthcare Executive Forum Inc. (HEF)
Presents

WINTER NETWORKING EVENT

Thursday, Feb. 21, 2019

5:30 - 7:30 PM

The Rowhouse Bakery and Restaurant

**483 Delaware Ave,
Buffalo, NY 14202**

Please join us for an evening of food and drinks where you will get the opportunity to meet local healthcare leaders, or simply catch up with the ones you already know!

**Admission is \$5 and includes open bar and hors
d'oeuvres.**

RSVP at

<https://winter2019networkingevent.eventzilla.net/>

Contact Us

Healthcare Executive Forum, Inc. (HEF)

Email us at info@hefny.ache.org

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

