

HEALTHCARE EXECUTIVE FORUM, INC. (HEF)

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

2019 Q4 NEWSLETTER

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WISHING YOU AND YOUR FAMILY A
HAPPY & HEALTHY
holiday

A MESSAGE FROM THE BOARD

A Special Message from the Board of Directors

Dear Colleagues,

As we close out 2019, we look to reflect on our progress as a chapter and continue to build upon these efforts for a prosperous new year. This final quarter of the year has brought us great success with our flagship programming event aimed at furthering the discussion of what's to come for healthcare in 2020. This event gave HEF members the opportunity to earn 6 category 1 credits, so members please stay tuned for more of these opportunities! We are grateful for our partners in this event, The University at Buffalo School of Management, as well as the many speakers and content presenters from local industries. This is the second year that HEF and The UB School of Management have joined forces to put on this type of event, and we are hopeful that this perpetual partnership will continue to grow in the years to come!

With new board volunteers who are eager to contribute, one key focus of Q4 has been to harness this energy to assist in developing programs that will better serve our members and community. This manifestation of energy will prove instrumental for our upcoming event schedule in 2020.

The focus for Q1 of 2020 will be Diversity and Inclusion, as our Diversity and Inclusion (D&I) Committee kicks off in January. Spearheading the committee is Dr. Michael Ayanbadejo, who comes to HEF with new and innovative ideas for our Diversity and Inclusion movement. For more information, or if you would like to be a part of this committee, please contact Michael at neyogy1000@yahoo.com.

HEF's annual winter networking event is also on the horizon, so keep an eye out for our promotions!

The New Year will also bring new board member appointments and board volunteers. Stepping into the President's role (with big shoes to fill!) is Brittney Carothers. Brittney has been an active board member for the last four years, participating in the communication and programming committees, and as Board Secretary. Kathleen Curtin, who has been an active board member for the last two years, will take over as board secretary. Kathleen has been very active with the programming committee and has played a supportive role in our collaborations with D'Youville College. Momba Chia will move into the role as Immediate Past President. Momba has provided the chapter with extensive leadership over the past two years. His commitment to mentorship and inclusion has set a precedence that HEF will continue to fortify.

The HEF Board wishes you all a happy, healthy, and productive new year!

Event Recap!

Healthcare in 2020 & Beyond

HEF and the UB School of Management held their second annual combined effort event on Friday October 11th. “Healthcare in 2020 & Beyond” attracted over 100 attendees from all over Western New York (and beyond), and proved to be a well-rounded event with knowledgeable speakers and great conversation! The dynamic group of speakers included Mark Sullivan (CHS), Candace Johnson (RCPI), David Hughes (Kaleida), Jim Smith (Navigent), Don Mager (UB School of Pharmacy), Larry Zielinski (UB School of Management), and Armand Morrison (Emids).

Discussion panels also took place throughout the day, and explored topics such as Electronic Medical Records (EMR), Pharmaceutical Costs, and Medicare for All.



Candace Johnson,
President and Chief Executive Officer, Roswell Park Comprehensive Cancer Center



Mark A. Sullivan,
President and Chief Executive Officer, Catholic Health System



From Left to Right:

Robert Zielinski, Associate Medical Director, Oncology, Buffalo Medical Group

Donald E. Mager, Professor and Chair, Department of Pharmaceutical Sciences, University at Buffalo School of Pharmacy and Pharmaceutical Sciences

Martin Burruano, Vice President of Pharmacy Services, Independent Health

***Pharmacy Panel (Above) and the
EMR Panel (Below)***



From Left to Right:

Peter Winkelstein, Chief Medical Informatics Officer, Kaleida Health, UBMD

Armand Morrison, Vice President, emids

James Thompson, Staff Physician, Roswell Park Comprehensive Cancer Center

Articles of Interest

Articles about leadership/management from ACHÉ.

Advancing Your Career: Advice for Women Executives

Susan Birk

“You have to be clear at each step in your career about why you’re there and what you’re seeking to accomplish, and make sure that you do what you say you’re going to do. Gender diversity isn’t going to get you there if you don’t have a track record of performance.

As you perform and become more noticed in the organization, identify a mentor-preceptor or two. People like to help other people. It should be someone you connect with for a variety of reasons and who cares about the things that matter to you. Leadership is ultimately about finding the right people. That’s one of the hardest things for women leaders. Women grow up as doers. And when you become the CEO, you don’t really “do” a whole lot. It’s about conducting that group of people so that they sound like a decent orchestra rather than a group of good individual performers. As CEO, your role is talent scout, listener and cheerleader.”



Marna P. Borgstrom, FACHE, CEO, Yale New Haven Hospital and Yale New Haven Health, New Haven, Conn.



Josie Abboud, FACHE, President and CEO, Methodist Hospital and Methodist Women's Hospital, Omaha, Neb.

“Don't wait to be asked. You have to seek it. When I say seek it, I mean talk to your supervisor and let him or her know that you're interested in being involved in other committees or in leading a project that interests you, even if it's a project that's not in your area but that you know about in another division. Make sure you communicate that you want to be considered; that's how you begin to find more opportunities to demonstrate your abilities and skills. As I mentor women both internally and externally, I advise them to let it be known that they're interested in doing more than the job for which they've been hired. You have to have the confidence to put yourself out there.”



Donna Padilla, Managing Partner and Healthcare Practice Leader, WittKieffer, Chicago

“Be very intentional about what you want to do and also be open to surprises. Be open to a sideways move and an upward move and another sideways move. Be crystal clear about what's important to you as a person and what's important to you professionally. Create support spaces that help you to think and talk through your professional journey, so you don't unintentionally limit yourself. You need a club of people who will tell you the unvarnished truth, who can say 'you're ready, stop waiting, you should take that job,' even if you have self-doubt.”

Articles of Interest

Articles about leadership/management from ACHE.

Mentoring: A Win-Win Proposition

How to make the most of these relationships

Roger W. Nutter

Mentoring has been a hot topic in healthcare circles for several years, and ACHE has long promoted mentoring to its membership. These relationships can be a win-win scenario for all those involved.

Following is an exploration of how people of all ages can become mentors by helping others learn and develop, and guidance for mentees on how to get the most out of these relationships. ***Italicized*** words reflect key action points and behaviors on which executives can focus to realize successful mentoring outcomes.

Expert Guidance

Mentoring occurs when someone with one skill, competency or talent ***shares his or her knowledge in order to help another be better equipped*** in a job search or specific need for performance improvement. It is one individual readily and willingly sharing a specific skill or competency in the hopes of supporting the professional development of another. A key step toward a successful relationship is the mentor and mentee ***fostering a positive relationship*** at the onset. There is a great need for mentors in the field, and especially those who are ***willing to engage in the journey of mentoring***.

Key requirements of mentors are that they have something to offer, recognize another's need, and can offer time and attention to supporting a willing mentee. Potential mentors can seek out mentees by finding someone in need, taking initiative in a ***nonthreatening*** way, and offering advice and time to enrich a mentee's professional skill development.

A mentor must be open to a relationship with a mentee who is less skilled in a certain area and willing to accept the expert guidance of the mentor. When a mentor coaches a mentee, any thoughts of questioning who is better or knows more should not be the focus. Mentoring is pretty simple when you look at it in these terms.

For a mentor-mentee relationship to be successful, the mentee needs to take the initiative. The mentee must identify his or her needs and seek out a mentor with those skills and a willingness to share.

An Intentional, Structured Approach

As formal mentoring programs suggest, one must be intentional in his or her efforts. Experts suggest the mentee develop a mentoring plan that is structured and includes regular meetings and consistent communication with the mentor. Both mentor and mentee must be committed to the process; an informal approach will not be successful. It is suggested that both parties make a minimum six-week commitment before assessing the value of the mentoring effort.

For a mentor-mentee relationship to be successful, the mentee needs to take the initiative. The mentor is giving the time and expertise in sharing with the mentee. The mentee must identify his or her needs and seek out a mentor with those skills and a willingness to share. As a professional counselor might advise: The individual being counseled must desire change. The same goes for the mentee. The mentee must need and want to change and learn from the mentor. The mentee should enter a mentoring relationship with a well-developed plan regarding what he or she wants. Then he or she can connect with a mentor with like interests to begin a mentoring journey.

Be Prepared and Committed

How does a healthcare leader know if he or she is ready to be mentored? As a mentee, it's wise to think about beginning the process with open and transparent communication with someone willing to serve as a mentor. Executives seeking a mentor can consider those in their network who have mentored or know someone who has successfully mentored another mentee or mentees. Next, they should isolate those potential mentors who have similar career paths and are known as experts, have a passion for helping others, and are willing to coach and guide others.

Next, the mentee should propose a formalized plan and timetable for when the mentee expects to achieve the goals outlined for the mentoring process. During the mentoring relationship, mentees should plan to report their progress to their mentors at regular intervals. This feedback about how mentees are doing on their professional journeys is invaluable to mentors. Mentors want to know they are making a difference to their mentees and if their time commitment is worthwhile and personally rewarding.

When providing feedback to mentors, mentees should be as specific as possible. They should let their mentors know about improvements they have identified in their professional lives as a result of the mentoring relationship and where they may still need help. At times mentees may feel like they are taking one step forward and two steps back; it may even feel like they are spinning their wheels. Don't give up. Instead, keep moving forward and remain committed to the mentoring program's success.

Beneficial at All Stages

Mentoring is valuable throughout the course of a leader's career; therefore, developing and maintaining one's professional network regularly is essential.

Before a job search or period of transition, it is good for leaders to have others within their professional networks to whom they can turn. A community of friends and professional colleagues can be a valuable resource to encourage and support executives on their professional journeys. Leaders should be grateful and appreciative of their willingness to share in their growth and success.

Roger W. Nutter is founder/president of the Nutter Group LLC (roger@nuttergroup.com) and an ACHE Member.



Fellow of the American College of Healthcare Executives

The Distinction of Board Certification

Frequently Asked Questions

Q: What are the advantages of becoming board certified in healthcare management and earning the FACHE credential?

A: 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.

Q: What are the major requirements that I must meet to earn the FACHE credential?

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

1. 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. 2 Master's degree (or other post-baccalaureate degree). A copy of your diploma or final conferred transcript is required.
3. 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. 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. 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. 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. 7 \$250 Application Fee (non-refundable)



Frequently Asked Questions Cont.

Q: How does ACHE define an executive healthcare management position?

A: An executive healthcare management position is one in which the applicant is employed by a healthcare organization or by an organization whose purpose is to influence the growth, development or operations of a healthcare organization. To be eligible for advancement an applicant's position must be at a department director/department head level which includes control of departmental budgeting, planning and staffing and accountability to senior management for department performance. Eligible positions include C-suite executives, Vice Presidents and Directors/Department Heads. Additional titles may be accepted if job responsibilities reflect departmental control as described above.

Applicants whose management authority is at a project and/or program level do not qualify. Examples of this level of authority might include: Analyst, Coordinator, Program Manager, Project Manager and Specialist. Administrative Fellowships, Residencies and Internships do not qualify.

Q: How should I prepare for the Board of Governors Examination?

A: There are a wide range of resources available on the Board of Governors Examination area on the ACHE website: <https://www.ache.org/fache/the-board-of-governors-exam>. ACHE also provides a Board of Governors Examination Review Course: <https://www.ache.org/learning-center/education-and-events>. Also check with your local and area chapters.

Q: Can I take the Board of Governors Examination before I submit a Fellow application?

A: No. You must first submit your FACHE application. Your Fellow application remains valid for two (2) years in which you must take and pass the Board of Governors Exam.

Q: What are the Fellow recertification requirements?

A: To maintain your fellow status, you must demonstrate 36 continuing education hours of Healthcare Management Continuing Education credit is needed, of which 12 hours must be ACHE Face-to-Face Education hours, AND involvement in two (2) healthcare-related activities and two (2) healthcare and community/civic activities since your last Advancement or Recertification.

Board Member Spotlight



Roger Leising, RRT, MHA

- Joined ACHE/HEF as a student member in 2011
- Western New York Native
- 17 years of healthcare experience
- Owner and CEO of Western New York Healthcare Education, LLC. Which provides American Heart Association training and certifications (BLS, ACLS, PALS, etc.)

What prompted you to join HEF?

I wanted a venue to network and learn about the challenges faced by Western New York healthcare executives. I have found HEF to be much more than just a venue to network. It's an open forum that provides a strong support platform for everyone to grow professionally, because our members are deeply committed to the community in which we live and serve.

What do you enjoy most about HEF?

The learning! The opportunity to learn from other healthcare executives as they also learn means it is a united community, assisting each other throughout the process of providing healthcare leadership. In our chapter we are unique in that, no matter what organization one belongs to, we are still committed to supporting each other wholeheartedly. This really shows the 'Buffalo-City of Good Neighbors' mentality at the executive level.

How have you benefitted from being a HEF member?

As a member of HEF, I have found the knowledge from peers absolutely invaluable to me in my business. Attending all the incredible HEF conferences, forums and networking events over the years has allowed me to develop into a more dynamic executive, much more capable and ready to take on the challenges we face in healthcare. I am also looking forward to the opportunity of achieving my FACHE in the next couple of years. As a board member, I have the privilege of giving back to the chapter that has given me so much for so long!

What's one item you can't live without?

My dog Sadie. She is a Husky-Sheppard mix. She has been a great companion for more than 13 years.

What do you do in your spare time?

I enjoy all Buffalo sports teams. I am a Buffalo Bandits season ticket holder. Their games are really exciting and capture the spirit of the community.

Contact Us

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