



HEALTHCARE EXECUTIVE FORUM, INC. (HEF)

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

2020 Q4 NEWSLETTER

A MESSAGE FROM OUR LEADER



Happy Holidays from the Healthcare Executive Forum!

When I looked up the definition of extraordinary I smiled. Some definitions include “very unusual or remarkable”

“Beyond what is usual or exceptional in character”, “something extraordinary goes above and beyond what is expected— this could be good or bad” I thought, how could an every-day word seem so contradictory?

2020 has been an extraordinary year by every definition, but we are able to make a conscious decision on how we view situations and how we put it to practice every day. We choose to praise remarkable people in our workplaces, choose to be exceptional by going above and beyond for those we serve, and choose to be the good kind of unexpected, amidst our current circumstances. I know that in light of the last 9 months it is easier to eagerly await 2021, but I strongly urge you to reflect on happiness during this time.

The HEF Board of Directors and Volunteers have been eagerly planning our educational events for the new year, and are looking to hear from our membership on what topics are most relevant. Please contact us with your suggestions:

info@hef.achechapter.org

Again, thank you to our heroes both on the front line and behind the scenes. I hope everyone has a safe, happy, and healthy New Year!

Brittney Carothers, MHA

President, Healthcare Executive Forum

In this Issue

From Our Leader	1
The HEF Blog	2-3
Life in the Emergency Department During COVID: A Rural Physician's Perspective	
WNY Front Line Hero	4
Upcoming Events	5
Articles of Interest	6-7
Hope in Action	
A Message from Our Regent	8
Board Member Spotlight	9
Jenna Bizovi, MBA	

Chapter Officers

President:

Brittney Carothers, MHA

Immediate Past President:

Momba Chia, MHA

Treasurer:

Rachael Nees, MBA, FACHE

Secretary:

Kathleen Curtin

Regent:

Kurt Calman , VP of Operations Rochester Regional Health

Healthcare Executive Forum, Inc. (HEF)

Email: info@hef.achechapter.org

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

Instagram:

Healthcare_Executive_Forum_NY

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

The HEF Blog

Life in the Emergency Department During COVID: A Rural Physician's Perspective

Andrew Tisser, DO, Rochester Regional Health Urgent Care– Batavia

“Do you think we should prepare a will?” I vividly remember saying these words to my wife, also a physician, as we drastically saw COVID cases rise in early March. Just days into 2020, we first heard about a novel coronavirus, now known as SARS-CoV-2, but did not grasp the world-changing consequences it would have. Living in Western New York, we were not immediately hit with a surge of cases like our colleagues in New York City, but we could read the writing on the wall.

As the terrifying news continued to come out of NYC, the then epicenter of the pandemic, we knew we needed to prepare for the coming surge. I started searching the internet looking for personal respirators and other protective equipment that would be needed in the coming days to months. I bought what I could, with many around the country acting similarly, making supplies scarce. I had many discussions with my wife and elderly in-laws that live with us. Would I need to quarantine myself to a part of the house? Would changing prior to entering and showering be good enough? I knew that I could never forgive myself should I infect, and potentially kill my family members. We had plans, and those plans had plans. To sum up how I felt during those early days--I was terrified!



Dr. Tisser currently serves as a Board volunteer and is actively involved with the Programming Committee

As the days continued and my organization prepared for the worst, I also had to deal with the administrative part of my job. As the director of an urgent care where we expected many patients to be funneled, there were countless meetings, strategy calls, and new procedures created. The guidance was ever evolving as we continued to learn from our struggling colleagues downstate. I must say that I am truly grateful for the pre-planning and support from my organization, especially learning that many of my friends across the country were not being treated as well. The whole time, there was one question that remained on our minds as our emergency departments remained empty:

“Where are the rest of the patients?” Heart attacks and strokes do not cease in a pandemic. Are all these people quietly suffering and dying at home because they are too afraid to come to the hospital?

The HEF Blog

The days became weeks and then months. This new reality became the routine. Countless different gowns and masks were used as the country continued to lack proper protective equipment. The protocols improved, the workflow, while still challenging, slowly got better. Still, with every patient I saw, my mind was thinking, could this be the patient that gives me COVID? Another disturbing trend was starting to emerge--the distrust and animosity toward the medical profession. We went from people telling us that we are heroes to patients saying, "I hope you all are telling the truth...I hope you are right about this." How hurtful it was to hear this sentiment from the patients that we have given up so much to treat.

I am grateful that I work in a small rural hospital that is like a family. I am grateful that my organization has done everything in its power to protect us, but...I hope we can do better. I hope medical workers have enough left within them to give their all in the coming months. As I write this in November, cases are on the rise throughout the country. I hope we are more prepared. We in the medical community will continue to do everything we can to protect our patients, our loved ones and ourselves.

Life in the emergency department during COVID has been some of the most emotionally and physically taxing of my career, but I remain optimistic that there is hope.

**Calling All
Heroes!**

The Healthcare Executive Forum has implemented a campaign to recognize front line Heroes in Western New York. Nominations are accepted on a rolling basis, and can be submitted through our website, or [here](#)

WNY Front Line Hero Winners



Kim Winde, RN
BryLin Director of Admissions



Carol Czuprynski, RN
BryLin Admissions Psychiatric Nurse

Read the courageous stories at
<http://hef.ache.org/>


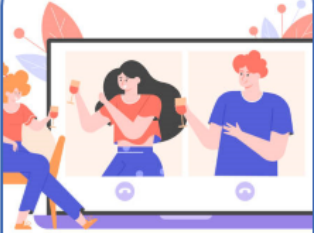




Jessica Bauer-Walker, BA, CHW
Executive Director of the Community Health Worker Network of Buffalo



Jillianna Wasiura, RN, BSN, CIC
Roswell Park Senior Infection Prevention and Control Coordinator

UPCOMING EVENTS 2021

			
<u>FEBRUARY</u> <i>Virtual Face-to-Face Event</i> <i>Topic:</i> Gender Equity & Intersectionality <i>Speakers:</i> TBA	<u>APRIL</u> <i>Virtual Networking Event</i> <i>Details:</i> TBA	<u>JULY</u> <i>Virtual(?) Face-to-Face Event</i> <i>Topic:</i> Diversity, Equity, & Inclusion <i>Speakers:</i> TBA	<u>SEPTEMBER</u> <i>Virtual (?) Face-to-Face Event</i> <i>Topic:</i> Disruptive Innovation in Healthcare <i>Speakers:</i> TBA

Do you want to receive updates and additional information for upcoming events? Join our mailing list!

<https://mailchi.mp/6fcb54067221/mailling-list-subscription>

Articles of Interest

Articles about leadership/management from ACHÉ.

Hope in Action

By nature and necessity, healthcare CEOs spend much of our time thinking strategically about the overall health and well-being of our organizations. We make yearlong, five- and even 10-year plans. But as healthcare leaders across the United States and globally have faced the tremendous challenges brought about by the COVID-19 pandemic, we have all had to pivot. Today, CEOs are leading day-to-day, sometimes hour-by-hour, amid great uncertainty.

Here are lessons learned during this evolving experience.

Think Colleague, Not “Competitor”

Since the COVID-19 crisis began, our organization has actively collaborated with and learned from other health systems in our state, region and beyond. Being located some distance from the New York metro area, we did not receive the same sudden influx of COVID-19 patients as our colleagues in the northern part of the state. This gave us time to adopt social distancing and other safety measures that likely prevented our hospitals from becoming overwhelmed.

Though we are “competitors,” the health system leaders in our area view each other as colleagues, and that sentiment carried over into this crisis. A regional health coordinator, appointed by the governor of New Jersey, helped to coordinate obtaining equipment and making plans for patient surges, helping to ensure we had enough available critical care beds.

Especially during a challenge like this pandemic, it is beneficial for CEOs to take a step back, look at the big picture and determine how—collectively as health systems—we can respond to our community’s needs.

Focus on Communication

Communication has always been one of the most important skills for CEOs, especially in times of uncertainty. I often refer to the three M’s of communication: (1) Leaders should establish themselves as credible messengers whom people trust; (2) they should ensure their message is rooted in truth and best practice, with data to support it; and finally (3) leaders should communicate the messaging in a way that is authentic and easily understood. These attributes are not only important when leading staff but also when interacting with the community.

My organization employed numerous communications vehicles during this crisis. For months, a daily news briefing went to all staff, which often included videos from senior clinical staff members providing important updates on topics such as changes to treatment protocols.

We also created a new variation of our CEO podcast. Over several weeks, I had one-on-one conversations with employees from across the organization—from clinical staff to support teams to call advisers—about their experiences on the front lines.

These discussions, called “Hope in Action,” were recorded and distributed—allowing the wider community to meet some of the front-line heroes helping to navigate this health crisis.

Articles of Interest

Articles about leadership/management from ACHE.

Be Visible and Present

During a crisis, it is so important for our front-line workers and the entire organization to know that senior leaders are in this with them. I still do rounds in our EDs and ICUs, and I make sure to listen more than I speak.

Visiting with staff during rounding has helped me better understand the resources and support staff need. It also inspires me. The most common thing I hear from staff members is the pride they feel knowing that their time and talent makes a major difference.

During one podcast episode, an environmental services colleague from one of our EDs talked about how the pandemic has made him realize just how essential his role is to infection control.

Hearing from the health system's heroes like him has helped lift my spirits and motivated me.

Plan for What's Ahead

We must look to the future and make plans that account for both current and future threats.

Many people are practicing medical distancing, putting off needed treatment due to fear of interacting with healthcare facilities. In the months ahead, this could result in influxes of more—and sicker—patients as we attempt to return to a “new normal.”

In addition, members of our community face daily challenges, such as food insecurity, lack of transportation and behavioral health issues, many of which have been heightened by the events of 2020.

When we eventually return to whatever new normal awaits, we are still going to be the force that's needed to help this community heal and prosper.

--Adapted from “Hope in Action,” Healthcare Executive, by Dennis W. Pullin, FACHE, president/CEO, Virtua Health, Marlton, N.J.

A Message from Our Regent



Dear New York Healthcare Leaders,

I hope everyone was able to have a happy Thanksgiving, and I wish everyone well going into the remainder of the holiday season.

Fall always is a busy time for healthcare and ACHE, and this year was no different. Both of our representative chapters put on inspiring and enlightening virtual Fall conferences with a diverse group of speakers, bringing key issues, both regionally and nationally, to the membership. From all accounts, the feedback was tremendous, and as always, the chapter leadership invested a significant amount of time and effort to make these events a true success.

In addition, ACHE had both the District 1 Regent General Session meeting and the Chapter Leadership Conference. While the purpose of these meetings is quite different, there were a number of recurring themes that I feel are important to note. This year has certainly brought forth many challenges to us all. ACHE's role has always been dedicated to advancing health through leadership and providing relevant education at a foundational level. There was a nimble pivot to more online educational opportunities for a large list of subject areas, many qualifying for face-to-face credit along with the Fall conference offerings. Information on these opportunities can be found on the following website: <https://www.ache.org/learning-center/education-and-events/virtual-face-to-face-courses>. ACHE has also continued developing partnerships with a number of outside organizations to expand the breadth of education available around diversity, healthcare improvement, and specialty focus areas such as Pharmacy and Anesthesia leadership. Planning has started for the creation of the ACHE strategic plan, which will begin in 2021. Many of the focus areas for this planning will be around enhancing the value of your membership and adapting to the current needs of our leaders.

As we move into the Winter season and the difficulties that we are already facing around COVID-19 case count and hospitalization increases, I would encourage everyone to remain focused and vigilant on our work as leaders, but also maintain an outlet away from some of the difficult decisions and responses we are facing at work through this second wave. Although we faced this challenge before and there are some predictable similarities, there are many differences this time around and different emotions as we move through this. Lean on those around you in your organizations, as we have many great up and coming leaders who want to do their part. We are all in healthcare leadership because we have a desire to improve health in our communities, which naturally shifts to those around us. Make sure to include yourself in who you are helping and detach from time to time to maintain a sound mind.

My best to everyone in the upcoming holiday season. Thank you for the opportunity to serve as your Regent, and please reach out for anything where I can be of assistance. Stay safe and healthy.

Sincerely,

Kurt Calman, FACHE
Regent for New York-Northern & Western
VP, Operations
Rochester Regional Health
Kurt.calman@rochesterregional.org

Board Member Spotlight



Jenna Bizovi, MBA

ATLAS Assistant Director, Roswell Park
Comprehensive Cancer Center

-Jenna Currently serves as a Board volunteer and leads our WNY Front Line Hero Campaign

How has HEF and ACHE helped in your professional development?

Through ACHE trainings and events, I've interacted with people who have spent their careers working together to shape our local healthcare landscape. Hearing their stories and diverse career paths has opened my eyes to all the opportunities right here in WNY. I have a much greater appreciation for the role everyone plays in their organization and healthcare as a whole.

Why did you choose to get involved with ACHE and HEF?

After attending Health Care in 2020: What's Next? in Oct 2019, I knew I wanted to get involved in our local chapter. I wanted to be part of an organization that brings together healthcare professionals in Buffalo, but still has a national standing. Plus, the people I've had the opportunity to work with are wonderful!

What is one item you can't live without?

My kindle! I love to read and this is so much more convenient than carrying around a bunch of books all the time.

How has the current global crisis changed your outlook on the future of healthcare?

COVID has really proven to me that when we all have a shared mission, we truly can make things happen, quickly. At Roswell Park, for example, it was an entire center effort to implement screening. By bringing together a diverse team of problem-solvers, we were able to quickly meet our patients' needs and keep up with shifting regulations. Agility is possible when everyone is aligned!

Where would you go on your dream vacation?

Before COVID hit, I had a trip planned to Harry Potter World in Florida. Right now, that escape from reality is sounding better than ever. Someday soon, I'm hoping I can enjoy some authentic butter beer.

Contact Us

Healthcare Executive Forum, Inc. (HEF)

Email us at info@hef.achechapter.org

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

