

Healthcare Executive Forum (HEF) of Western New York

An ACHE Chapter



Celebrating WNY Frontline Heroes

“Recognizing WNY Heroes”

In This Issue:

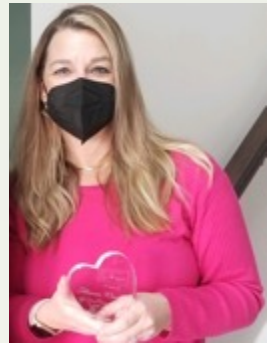
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Spotlight:

HEF Hearts Go Out to WNY Heroes

– HEF awards our ‘hearts’ to 7 individuals on the front lines representing those that sacrificed to protect WNYers

“I lived in a camper in the driveway...when my kids were just going to a new high school.” [Page 4](#)



Plus:

A Message From the New HEF Prez

– Michael Omoniyi Ayanbadejo, MBBS, MPH takes over as President to lead HEF with a message of purpose

“We need effective access to care for underserved and communities of color throughout WNY.” [Page 2](#)



A Message From Our “New” Leader

Omoniyi Michael Ayanbadejo, MBBS, MPH

Dear HEF Members,

it is my great privilege to begin my term of service for you, and for this tremendously caring community of healthcare executives we have in WNY, as the new HEF President of the Board of Directors. On behalf of all of us on the Board, we thank you for continuing to support HEF through the numerous online and offline activities we plan for you every year, helping our organization grow through your valuable involvement. We would not have made it through the Pandemic without you—even if we have only seen many over you through a computer screen over the last couple years, something we hope will change soon. Everything we do is for you, our members, to the benefit of our WNY healthcare community.



In taking on the role of President, I feel deeply grateful to stand on the shoulders of so many predecessors, such as Immediate Past President Brittney Carothers, who’s incredible dedication to HEF grew our WNY chapter to new heights, gaining much widespread attention throughout ACHE for our efforts. Helping with my transition has been our steadfast Regent, Kurt Calman, who has been there for us every step of the way, guiding our actions with a calm, steady hand. This is in addition to the best Board of Directors for an ACHE chapter found anywhere in the country. Together, this team makes it easy for me to feel confident we will achieve our goal to bring Western New York healthcare executives the highest quality educational opportunities, the most informative events, new levels of support for those seeking to attain their FACHE credential, and (hopefully) excellent face-to-face networking opportunities with a great deal of fun for all.

We have many things in store in the coming year, so please stay tuned by frequently checking out our [HEF Website](#) for the latest news and events, following us on [LinkedIn](#) or [Instagram](#), and most importantly, by attending one of our upcoming events, such as the planned April 5th discussion panel on “What We Have Learned From the Pandemic: Staffing/People Resources,” (stay tuned for the registration link).

A Message From Our “New” Leader - Continued



**Healthcare Executive Forum of WNY
New Board President –
Omoniye Michael Ayanbadejo, MBBS, MPH**

In my term as President, I hope to call attention to the importance of the ways which we in healthcare can better provide more meaningful and effective care access to the underserved and to communities of color throughout WNY that are often overlooked and so desperately need us to act now. If we have learned anything from the Pandemic, it is that so many people were affected disproportionately due to negative factors that, quite frankly, we can mitigate today by uniting as a community and working together. By carefully examining the social determinants of health for all members of our community, we can see there is no reason that anyone need be left without the same comprehensive level of care that all Western New Yorker's deserve. We must find new ways to attack these problems.

I can think of no better way to point out all that can be achieved by acting bravely than to highlight our tremendous frontline workers listed in this issue who, during the Pandemic, sacrificed their relationships with their own families to treat anyone and everyone in desperate need, regardless of color or background. They faced horrors that no healthcare workers have faced for generations since the great world wars. Each of them has a unique story.

We at HEF were humbled by their heroism, and that of their fellow frontline caregivers. We felt it important to let everyone know about just some of the mostly nameless, faceless, but critically important members of our healthcare community that exemplify the truly selfless spirit which thousands of health workers across Western New York have taken to work every day since this nightmare began. As healthcare executives, we owe a great deal of gratitude to our fellow teammates on the front lines for tirelessly being there for us, and for our community, offering them our most heartfelt THANK YOU.

Celebrating WNY's Frontline Heroes

So many of our teammates on the front lines are true heroes. They have sacrificed everything for each one of us, helping our patients, our loved ones, and our entire WNY community through these terrifying two years. Their names are not known to many. For them, a “thank you” can be rare. As healthcare executives, we want them to know that we truly understand. We sincerely thank and celebrate our frontline heroes. HEF has been proud to highlight a few great representatives of these WNY angels, to record their stories (which you can read by clicking on the links on the next page), and to give them a small expression of our hearts...which go out to them, and to all those doing so much for the health of Western New York.



L to R: HEF Treasurer Roger Leising, Frontline Hero Jilliana Wasiura, and HEF Board Member Alan Kahn



Frontline Hero Kim Winde and HEF Immediate Past President Brittney Carothers



HEF Board Member Alan Kahn, Frontline Hero Carol Czaprynski, and Brittney Carothers



Frontline Hero Jessica Bauer Walker who was unable to receive her 'heart' award in person



L to R: Catholic Health VP Operations for Long Term Care Patricia O'Connor, HEF Member and Catholic Health 340B Program Business Manager Tristan Greer, Catholic Health Manager for Education-Home & Community-Based Care Valerie Higgins, Frontline Hero Colleen Jordan, Frontline Hero Amy Hiam, Catholic Health Director of Nursing for Father Baker Manor Amanda Jetty, Frontline Hero Lynne Laverdi, Catholic Health Vice President of Patient Care Services Marla Duerr, HEF Board Member Alan Kahn

Celebrating WNY's Frontline Heroes - Continued

This past Valentine's Day, HEF proudly delivered our 'hearts' to these frontline healthcare heroes. Click on their names to read their stories.



[Colleen Jordan](#), Catholic Health In-Service Coordinator, Long Term Care Nurse Educator

[Amy Hiam](#), RN, CCD, Father Baker Manor, Catholic Health

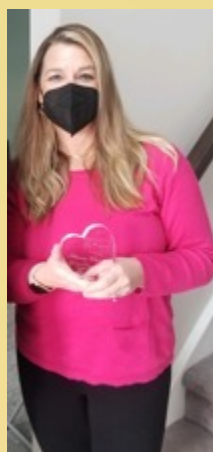
[Lynne Laverdi](#), RN, Dir. of Nursing, McAuley Residence, Catholic Health



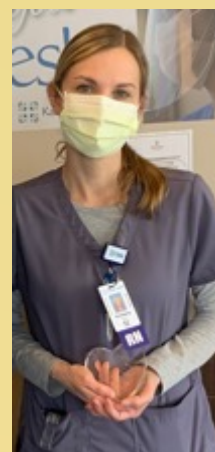
[Jessica Bauer-Walker](#), BA, CHW Executive Director of CoNECT and the Community Health Worker Network of Buffalo



[Carol Czaprynski](#), RN BryLin Admissions Psychiatric Nurse



[Jillianna Wasiura](#), RN, BSN, CIC Roswell Park Senior Infection Prevention & Control Coordinator



[Kim Winde](#), RN, Highpointe on Michigan (Kaleida) and former BryLin Director of Admissions

All frontline hero stories and more can be found on the [HEF website](#).

WE WANT YOU

To Join Us for a
FREE VIRTUAL PANEL

Tuesday, April 5, at 1 – 2:30pm
(Earn 1.5 ACHE Qualified Education Credits)

What We Learned From the Pandemic About Healthcare HR and Staffing

This incredible expert panel will discuss issues ripped right from the headlines on how healthcare hiring, staffing, and HR in general is rapidly and dramatically changing as a result of the COVID-19 Pandemic. From clinicians at the front lines all the way up to the executive suite, you will not want to miss all the latest and best info from the area's top experts on where WNY's healthcare HR is headed.



Christine Verni,
Ed.D, FNP-BC, APRN

Dean, College of Nursing

Niagara University

Dharshan Jayasinghe

Chief Executive Officer, **bizWin Strategies,**

and at **Triad Healthcare Recruiting,**
Univ. at Buffalo Alumni Association President



Gregory S. Cherr, MD

Sr. Professor of Surgery (Vascular), Associate Dean for Graduate Medical Education
Designated Institutional Official
Univ. at Buffalo Jacobs School of Medicine



Moderator: **Alan Kahn**
Co-Founder, Managing Member
Bounce Back Group, LLC

Brought to you by



<https://hef.ache.org>

Attendance by Zoom is **FREE** and open to the public, but spaces are limited.

Register directly at

<https://tinyurl.com/yfc7ju8v>

or scan QR Code->



2022 Healthcare Executive Forum (HEF) Event Sponsorship Opportunities

Directly Communicate with WNY's Top Healthcare Leaders and
increase your exposure by becoming a HEF event sponsor!

2022 HEF Event Sponsorship Packages (Note: Most Upcoming Events are Virtual at Present)

Sponsorship Benefits	Platinum Sponsorship	Gold Sponsorship	Silver Sponsorship	Bronze Sponsorship	Friend of HEF
Company presented as sponsor in opening and closing remarks					
Company logo on all promotional materials					
Company will be given 4 complimentary tickets to event					
Company logo on main backdrop for entire event (or on zoom background for virtual events)					
Up to 10 minute company presentation during event					
Support Amount	\$2,000	\$1,000	\$750	\$500	\$250

Interested? Questions? Ready to sponsor some or all of HEF's great events?

Please contact Alan Kahn at (716) 260-6809 or alankahn716@gmail.com, or send in your name, phone, email, and other contact info together with a check payable to

Healthcare Executive Forum:
Healthcare Executive Forum, c/o Treasurer, Roger Leising
PO Box 395, West Seneca, NY 142224

Message from Our ACHE Regent

Kurt Calman, FACHE, Regent for NY - Northern & Western
VP, Operations, Rochester Regional Health

kurt.calman@rochesterregional.org



Greetings Western New York Healthcare Leaders,

We are rapidly approaching the in-person 2022 Congress on Healthcare Leadership on March 28-31, along with the Virtual Leadership Symposium April 11-12. I'm excited to say that I'm aware of many people attending Congress, many of which are first time attendees. It is truly one of the best leadership events I've experienced and certainly what drew me to ACHE. I'll be there in person, so please reach out if you'd like to connect. Keep an eye on the website <https://congress.ache.org/> for details about the event, as there will likely be announcements around travel, as well as the Health & Safety protocols in place to keep our leaders safe. Also, ACHE has released its [strategic plan for 2022-2024](https://www.ache.org/about-ache/strategy). This plan resulted from a significant effort around information gathering, input from stakeholders, assessing the ever-changing healthcare environment and taking a deep look into the expectations of a professional organization. I would encourage you to look at the website <https://www.ache.org/about-ache/strategy> to understand key components of this plan and gather themes you will definitely see over the next 3 years.

In addition to event planning, Healthcare Executive Forum of Western New York (HEF) has been focusing on continuing a very informative quarterly newsletter, establishing a platform for studying for the Board of Governors Exam, and took part in a WNY Healthcare Heroes program, recognizing some great examples of who went over and beyond their duties in the Buffalo area. Also, as of 1/1/2022, Omoniyi M. "Michael" Ayanbadejo, MD has taken over for Brittney Carothers as president of the Chapter. Thank you, Brittney for all of the hard work! Good luck Michael!

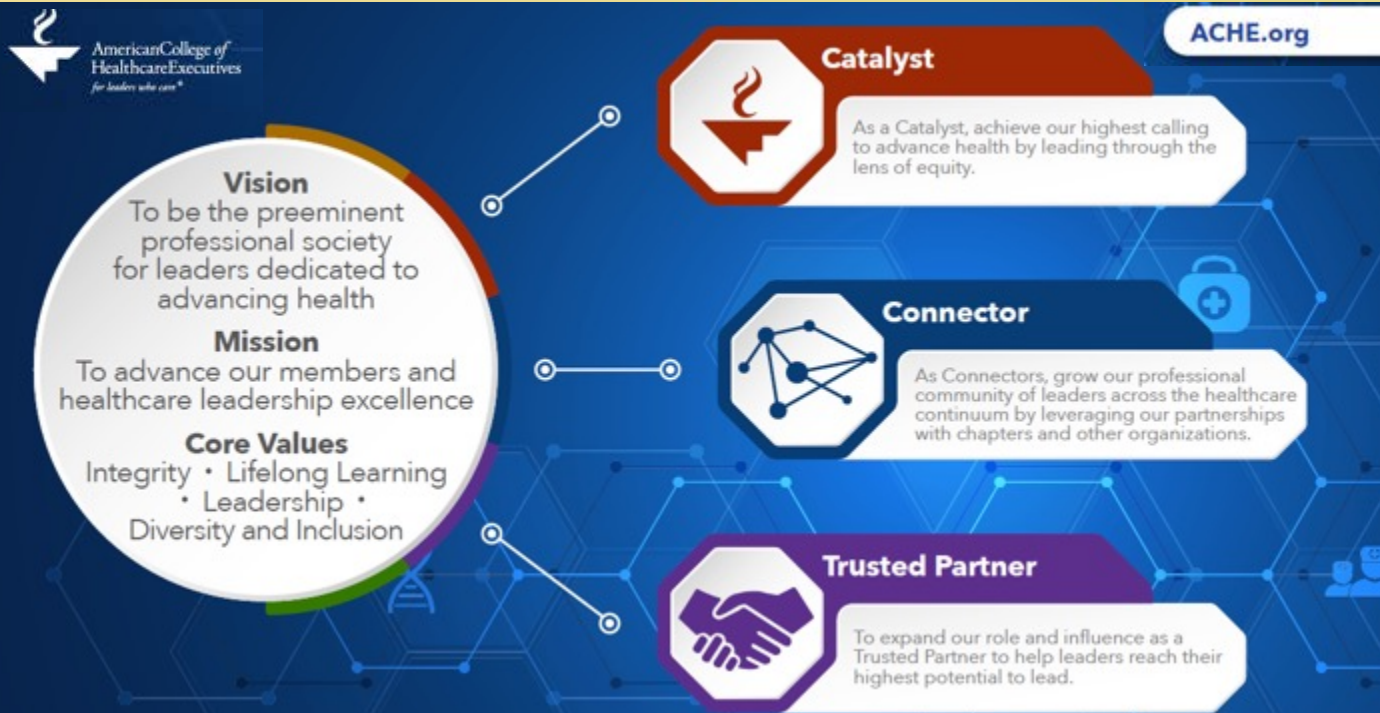
Finally, I've had a lot of recent conversations with new members around value of their ACHE membership, all of which were interested in getting the most value they can. In addition to seeing many new members at various points in their career, I think people have different interests than they might have a few years back. It is great to hear about how ACHE can help achieve your goals and I can assure you this feedback is relayed to your local chapter and nationally to guide future offerings.

Please reach out if you'd like to connect around local events, aligning your membership with your goals, participating with your local chapter, or if you'll be at Congress and want to connect.

Sincerely,
Kurt Calman, FACHE



ACHE's New 2022 – 2024 Strategic Plan



ACHE's Strategic Plan is the roadmap used to realize the above ambitions and direct focus from 2022–2024.

As Catalyst, ACHE will commit to leading for equity and safety. In doing so ACHE will:

- Be a thought leader and champion to drive solutions that advance equity. As priorities, we will:
 - Leverage organizational partnerships, including chapters, to drive DEI efforts.
 - Create essential resources for leaders to advance the creation of diverse, equitable and inclusive environments.
 - Grow the number of diverse member leaders.
- Champion and amplify the importance of safety, providing the tools and strategies needed to drive toward zero preventable harm.

As Connector, ACHE will commit to growing our professional community across the healthcare continuum by leveraging our partnerships with chapters and other organizations. In doing so ACHE will:

- Identify new ways to enhance the ACHE-chapter partnership and better leverage the role of chapter leaders and volunteers in providing value to members.
- Strengthen our interprofessional community by making ACHE the professional home for healthcare leaders across the care continuum

As Trusted Partner, ACHE will commit to deepening engagement with members and the healthcare community through education, networking and career services to inspire and cultivate leaders to advance health. In doing so ACHE will:

- Grow the membership community to enhance opportunities for leaders to learn and grow.
- Accelerate the adoption of board certification (FACHE) as the gold standard for leading.
- Expand partnerships with CEOs/C-suite/employers by supporting their efforts to develop a strong, resilient leadership workforce.
- Educate, engage and inspire those newer to leadership roles, including early careerists, to fulfill their highest potential in the profession throughout their careers.
- Accelerate the use of technology to proactively meet the challenges of a rapidly changing environment and create unparalleled digital experiences for leaders.

For more, see: <https://www.ache.org/about-ache/strategy>

IHI's National Call to Action for Safety

The Institute for Healthcare Improvement (IHI) Strengthens its National Call to Action During March Patient Safety Week

IHI believes preventable healthcare harm is a public health crisis and patient safety requires a coordinated public health response within a US Public Health Framework. [Click to see IHI's call to action.](#)

- [WHO](#) estimates that 134 million adverse events occur each year due to unsafe care in hospitals resulting in some 2.6 million deaths; and some 40% of patients experience harm in ambulatory and primary care settings with an estimated 80% of these harms being preventable.
- Some [studies](#) suggest 400,000 deaths occur in the US annually due to errors or preventable harm.

Public Health Framework	Recommended Action	Suggested Tactic	Responsible Stakeholders
1. Define the problem and set national goals	Leaders and policymakers must establish preventable health care harm as a public health crisis and commit to reducing this harm across the care continuum	Creation of a National Steering Committee for Patient Safety to set national reduction goals and define and establish a National Action Plan for the Prevention of Health Care Harm	<ul style="list-style-type: none"> • Health Care Organizations / Leaders • Policymakers (Congress, AHRQ, CDC, CMS, HHS, ONC)
2. Coordinate activities across multiple sectors to ensure widespread adoption and evaluation	Create centralized and coordinated national oversight of patient safety involving a broad array of stakeholders	Encourage stakeholders to work collaboratively to implement a National Action Plan for the Prevention of Health Care Harm	<ul style="list-style-type: none"> • Health Care Organizations / Leaders • Health Care Workforce • Industry • Insurers • Patients/Families • Policymakers (Congress, AHRQ, CDC, CMS, HHS, ONC) • Researchers • Safety Organizations
3. Inform, educate and empower the community	Partner with patients and families for the safest care.	Actively engage patients in care (e.g., shared decision making, playing an active role in bedside rounding, removing limits on family visiting hours, and making available patient-activated rapid response teams) and in root cause analyses	<ul style="list-style-type: none"> • Foundations / Other Funders • Health Care Organizations / Leaders • Health Care Workforce • Industry • Patients/Families • Policymakers (Congress, AHRQ, CDC, HHS)
4. Effectively measure and monitor progress at all levels	Create a common set of objective safety metrics to ensure widespread adoption, evaluation, and accountability	Create a portfolio of national standard patient safety process and outcome metrics across the care continuum and retire invalid measures.	<ul style="list-style-type: none"> • Health Care Organizations / Leaders • Policymakers (Congress, AHRQ, CDC, HHS) • NQF
5. Identify causes and interventions that work	Ensure that leaders establish and sustain a culture of safety	Develop and implement strategies to improve organizational culture based on existing practices and experience with successful culture change efforts	<ul style="list-style-type: none"> • Health Care Organizations / Leaders • Policymakers (Congress, AHRQ, CDC, CMS, HHS) • Professional Associations
	Provide sustainable funding for research in patient safety and implementation science	Ensure that funding for research on the prevention of health care harm is at a level comparable to research on other top diseases (in contrast to FY 2016, when NIH allocated \$5.4 billion for cancer and just \$0.9 billion for patient safety)	<ul style="list-style-type: none"> • Foundations / Other Funders • Policymakers (Congress, AHRQ, CDC, HHS, NIH) • Public/Private Partnerships
	Ensure that technology is safe and optimized to improve patient safety	Create a Health IT Safety Center that works to optimize technology and minimize unintended consequences	<ul style="list-style-type: none"> • Health Care Organizations / Leaders • Industry • Policymakers (Congress, ONC) • Public/Private Partnerships

AHRQ: Agency for Healthcare Research and Quality. CDC: Centers for Disease Control and Prevention. CMS: Centers for Medicare and Medicaid Services. HHS: U.S. Department of Health and Human Services. NIH: National Institutes of Health. NQF: National Quality Forum. ONC: HHS Office of the National Coordinator for Health Information Technology

The Secret to Safer Patients: Workforce Wellness

The impact of burnout on patient safety and care

By [Matt Alderton](#), Originally published in ACHE's [Healthcare Executive](#)



In action movies and comic books, heroes are superhuman. They're bigger, faster and stronger than the rest of us. In hospitals, however, heroes are just plain human. While for many in healthcare their work is a vocation, a calling, they at times get tired, unhappy and anxious—just like everyone else. As a result, patient safety and quality of care may suffer.

Consider the landmark *Minimizing Error, Maximizing Outcome* study. Funded by the Agency for Healthcare Research and Quality from 2002 until 2006, it investigated the effect of physician work conditions on patient care. Encompassing more than 400 primary care physicians and nearly 2,000 patients, it found that more than half of doctors felt stressed out at work, and that more than a quarter were experiencing symptoms of burnout. What's more, it determined that stressed, burned out and dissatisfied physicians are more likely to make errors and deliver suboptimal patient care.

"It's a huge issue," says Mary Beth Kingston, PhD, RN, FAAN, CNO at Advocate Aurora Health, Milwaukee. "When someone is emotionally and physically exhausted, they're not as engaged in the workplace. And when you're not as engaged, you're not as productive. That affects the workforce, but it also affects the patient. That's where the rubber meets the road. If we don't have care providers who are engaged in their work, it impacts quality and safety outcomes."

That's the challenge. Here's the opportunity: *Minimizing Error, Maximizing Outcome* found a strong correlation between quality of care and work conditions, and concluded that stress and medical errors are associated primarily with organizational climate and office environment. Because work conditions, organizational climate and office environment are not immutable, leaders can improve them. All it takes is a commitment to systemic change—and creative ideas with which to make it happen.

Burnout: A Growing Problem

It's been more than a decade since researchers published the results of the *Minimizing Error, Maximizing Outcome* study. But because of COVID-19, stress and burnout among healthcare workers is more relevant than ever. In May 2021, for example, researchers from the American Medical Association and Hennepin Healthcare, Minneapolis, published a national survey of more than 20,000 physicians and other healthcare workers, half (49%) of whom said they suffered from burnout. Another 43% were experiencing "work overload," and 38% reported anxiety or depression.

A 2021 survey by The Washington Post and the Kaiser Family Foundation found similar results: Out of approximately 1,300 front-line healthcare workers, 55% said they felt burned out and 49% said they felt anxious.

"Our healthcare workforce across the nation is in a state of crisis," says Sarah Arnett, DNP, RN, NEA-BC, vice president of patient care services and chief nurse executive at TidalHealth, a health system serving Maryland's and Delaware's Delmarva Peninsula. "Our teams are overwhelmingly fatigued and have grown weary facing the lingering effects of the pandemic."

But the coronavirus alone is not to blame, Kingston says. "We've been talking about burnout in nursing since at least the 1980s," she says. "It's not new, but the pandemic has exacerbated it and shined a big light on it."

Continue to full story: <https://healthcareexecutive.org/archives/march-april-2022/the-secret-to-safer-patients>

ACHE Announcement and Upcoming Events

Please note the following upcoming ACHE announcements and events:

Announcements:

ACHE Call for Nominations for the 2023 Slate

- ACHE's 2022–2023 Nominating Committee is [calling for applications for service](#) beginning in 2023.

Welcome to Patient Safety Awareness Week

- In recognition of [Patient Safety Awareness Week](#), ACHE encourages everyone in healthcare to become familiar with or revisit the tools and resources available on [ache.org/Safety](https://www.ache.org/Safety).

Highlights of the Congress Health Administration Press Bookstore

- If you are attending the 2022 [Congress on Healthcare Leadership](#), be sure to check out the [Health Administration Press Bookstore](#) in the reimagined [Solutions Center](#).

Career Development at Congress

- New to the 2022 [Congress on Healthcare Leadership](#) is the [Ignite Stage](#), where Congress attendees can access [Career Resource Center experts](#) and more.

Premier Corporate Partner Resources for You

- ACHE's Premier Corporate Partners are proud to offer [complimentary resources](#) such as on-demand content, white papers and articles to help address critical issues in your organization.

Upcoming In-Person & Virtual Education Opportunities:

[Congress on Healthcare Leadership](#) (In-Person)

March 28–31

[Board of Governors Exam Review Course](#) (Virtual)

March 29–May 5

[Leadership Symposium](#) (Virtual)

April 11–12

[Health System Simulation](#) (Virtual)

May 19–21

ACHE Resources

Click the links below to unlock a world of useful information

Connect With Your Peers

We are pleased to offer members three free online communities for physician executives, Asian healthcare leaders and LGBTQ healthcare leaders. The communities platform makes it easier than ever for peers to connect in real time, tackle issues together and ask important career-related questions. Members can participate in discussion threads, share resources and best practices, and crowdsource innovative ideas and solutions.

To join, follow these steps:

- Log in to my.ache.org
- Under “Helpful Links” on the right-hand side, click the last option, “My Communities.”
- Click the “Add” button to choose the online communities you wish to join. (*Note: An MD or DO degree is required to join the Physician Executive Community*).
- Watch your inbox for your welcome email and instructions to access your new community! The email will arrive within 24 hours.
- We hope you will join these communities. If you have any questions, please email communitymanager@ache.org

Our Exclusive On-Demand Content Library Can Help Advance Your Career

Did you know that as a member, you have access to guided presentations to assist with your healthcare management career development? Our Career Resource Center has compiled a [library](#) of member-only, on-demand sessions that provide information and resources for healthcare leaders at all stages of their careers. Whether you are a student entering the field, a leader aspiring to a position in the C-suite, or a clinician transitioning to an administrative role, there’s something for everyone. All sessions within the CRC’s [On-Demand Content Library](#) were recorded at the 2021 Congress on Healthcare Leadership. We encourage members to explore the On-Demand Content Library and other resources and tools available just for them in the [Career Resource Center](#).

Healthcare Consultants Forum Member Directory: Connecting Execs to Consultants

The [Healthcare Consultants Forum Member Directory](#) offers a robust search functionality to help you identify a consultant who meets your needs. This directory will also be available in the upcoming September/October issue of *Healthcare Executive* magazine. If you are a consultant looking to gain visibility with decision-makers, consider joining the [Healthcare Consultants Forum](#). The forum also offers resources tailored to a healthcare consultant’s specific career development needs.

ACHE Blog and Podcasts

Gain best practices and learn from your peers through our [blog](#) and the [Healthcare Executive Podcast](#). Both the blog and podcast provide up-to-date content on the issues most pressing to healthcare executives. Be sure to share these with your colleagues. Follow the Healthcare Executive Podcast wherever you access podcasts.

About Us

Healthcare Executive Forum, Inc. (HEF) is an independent chapter of the American College of Healthcare Executives (ACHE) in the Western New York Region. The chapter territory includes the following counties in New York State: Allegany, Cattaraugus, Chautauqua, Erie, Niagara, Orleans, and Wyoming.

Our Mission

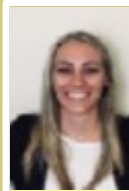
The mission of the Healthcare Executive Forum, Inc. (HEF) is to advance healthcare management excellence through education and networking services, that meet or exceed the expectations of our members. The Healthcare Executive Forum will uphold and promote the mission and values of ACHE.

Chapter Officers



President

Michael Ayanbadejo, MPH



Immediate Past President

Brittney Carothers, MHA



Treasurer

Roger Leising, AEMT, RRT, MHA



Secretary

Kathleen Curtin, MBA, EdD

