



An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Arkansas Health Executives Forum

March 2019

AHEF NEWS

Congratulations to our **New Members** and **Recertified Fellow** from January through March of 2019!

New Members

Ahmed Y. Abuabdou, MD
Asst. Professor of Medicine
UAMS, Little Rock

John Bradley
Systems Analyst
White River Medical Center/Bellevue
University, Batesville

Lt. Col. Nathaniel Decker
Administrator
19th Medical Group, Little Rock Air Force Base

Korry Dunn
Nurse Care Manager
UAMS, Little Rock

Wade Freer
St. Bernards Medical Center, Jonesboro

Robert Furrey
Assistant Administrator
Baptist Health Medical Center-Conway

John Heard
McGehee

Tiffany Means
Northwest Health System, Springdale

Joseph A. Sanford, Jr., MD
Chief Medical Informatics Officer
UAMS, Little Rock

Alex Staton
Business Manager – Anesthesia Services
Jefferson Regional Medical Center, Pine Bluff

Chris Steel
Chief Quality Officer
White River Health System, Batesville

Amy Trickett
Administrator
UAMS, Little Rock

Sarah Vestal, MPH
Anatomic Pathology Laboratory Manager
UAMS, Little Rock

Recertified Fellows

Terry Amstutz, FACHE
CEO
McGehee Hospital

Michele Malone, FACHE
CNO
Baptist Health, Little Rock

Ron Peterson, FACHE
President/CEO
Baxter Regional Medical Center, Mountain Home

James D. Reed, PharmD, MBA, FACHE
CIO
Conway Regional Medical Center

Beverly N. Stone, MHA, FACHE
CEO
SHARP, Inc., Jonesboro

EDUCATION

AHEF 2019 Spring Lunch – Save the Date!

The AHEF Board is planning a 1.5 ACHE Face-to-Face lunch for May 1st at Heifer International in Little Rock. More information coming!

AHERT 2019 Hospital Executive Leadership Conference

The Leadership Conference is set for June 12-14, 2019 at The Hu. Hotel in Memphis, Tennessee. This year's meeting will include more educational sessions with a lower registration fee.

Topics Include:

- Disruptive Innovation: It's More than an App
- The Art of Perception Leadership Training: Seeing What Matters
- The Journey to Physician Engagement: A CEO Perspective
- AHEF Panel: Patient and Family Advisory Councils: Integrating Principles of Patient-Centered Care *(1.5 ACHE Face-to-Face Hours Provided)*

Visit <http://www.arkhospitals.org/calendarpdf/June2019AHERTConference.pdf> for more information on this event. If you have questions regarding this event, please email Lyndsey Dumas, VP of education for the Arkansas Hospital Association, at ldumas@arkhospitals.org.

ACHE NEWS

Fellow Status: Your Members' Next Step in Career Advancement

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Encouraging your chapter members to take the next step in advancing their careers by achieving Fellow status benefits their professional goals and the healthcare management profession as it demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field.

Fellow applicants who successfully meet all requirements by December 31, 2019, including passing the Board of Governors Examination, will be eligible to participate in the 2020 Convocation Ceremony at the 2020 Congress on Healthcare Leadership.

Complimentary Resources for the BOG Exam Available

For Members starting on the FACHE[®] journey to board certification and the FACHE credential, several resources are available. These complimentary resources include quarterly Advancement Information webinars, designed to supplement other Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) or [Online Tutorial](#).

Opportunity to List Your Postgraduate Fellowship

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. If your organization is offering a postgraduate fellowship, we encourage you to add it to ACHE's complimentary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad. You may add a new listing or update a previous one at any time by completing the online listing form. The directory can help you gain exposure and start attracting top-notch applicants to your program.

Questions? Please contact Audrey Meyer, membership coordinator, at (312) 424-9308, or via email at ameyer@ache.org, Monday through Friday, 8:00 a.m. to 5:00 p.m. Central time.

[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 qualifications for open positions that are listed in 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 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 was held on March 5, during the 2019 Congress on Healthcare Leadership in Chicago. The committee was also in open session at 2:45 p.m. During the meeting, an orientation session was conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, there was an open forum 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 September 30, and candidates for Chairman-Elect and Governor will be interviewed in person on October 24.

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

OTHER NEWS

Three Steps for Engaging Healthcare Providers in Organizational Change

As healthcare organizations feel pressure to cut costs, reduce medical errors and adopt standardized processes and innovations, providers must give up some established and comfortable ways of working. Many view changes as clashing with patient care values. The following are three key ways managers can engage providers and connect innovation efforts to core motivations, passions and values.

Learn *why* staff think changes do not align with the existing culture and mission.

One medical practice CEO listened as managers explained employees' concerns regarding quality care versus financial pressures, and the replacement of familiar processes and techniques. The CEO first recommended that the managers listen to doctors and staff to understand the perceived misalignment between the changes and organizational values of the practice. The CEO then took steps, to reframe and strengthen the connection between innovations and the practice's core values to eliminate the perception of misalignment.

Use data to engage and explain how to address the problem.

Data and metrics can create an awareness of problems, a means to explore them, and a goal post to measure progress. One hospital leader ordered the collection of observational data regarding staff hand hygiene to change existing norms and routines and drive more hand washing. The collated data became an agenda item during the weekly staff dialogue. This not only kept the problem in the forefront, but also engaged employees in diagnosing the barriers and factors outside their control that made change difficult to implement. This combination of data, staff engagement and appealing to the mission of good patient care increased the handwashing rate from 45 percent to 82 percent in one year.

Pay attention to the behaviors you reward and tolerate.

As part of the same hand-washing initiative, the hospital system introduced a campaign empowering staff members, including clinicians, to remind each other—on the spot and regardless of level or status—to wash their hands. The change would not stick if it were exempt from this feedback. An administrator reminded physicians reacting negatively to feedback that the mandate was everyone's responsibility for patient health. During weekly huddle meetings, the CMO distributed gift cards as positive reinforcement to those who had reminded others of hand washing.

The status quo persists when unwanted behaviors at any level of the organization are tolerated. When leadership understands that ignoring one act of poor behavior can decimate the adoption of innovation, they may be more willing to hold difficult conversations with the highest-status employees in their organizations.

Seeking to understand staff perspectives, using data and holding all employees accountable will help providers understand how change can support, rather than contradict, the values they hold dear.

—Adapted from “[3 Steps for Engaging Health Care Providers in Organizational Change](#),” by Joan F. Brett and Margaret M. Luciano, *Harvard Business Review*, Oct. 18, 2018.

Update Your Member Profile

Have you changed jobs recently? Been promoted? Moved? In order to allow us to best serve your needs, please take a moment to log in to ACHE at <https://www.ache.org/> and make sure we have your most recent information.