



Arkansas Health Executives Forum

June 2019

PRESIDENT'S LETTER

Greeting fellow AHEF members,

Once again we have been recognized for the dedication of our chapter. This year the Arkansas Health Executives Forum earned the American College of Healthcare Executives' Award of Chapter Merit and Award for Sustained Performance. These great accomplishments could not be achieved without YOUR support and hard work for this Chapter! The AHEF Board appreciates each and every one of you.

Also, we had a great turnout for the 2019 Spring Luncheon focused on Arkansas's nursing shortage. There were great questions and great discussion from the audience and the panel represented four nursing programs in the state. We also heard a great panel at the AHA Summer Conference in Memphis. Our panel focused on integrating patient family council into our organizations. We are fortunate to have opportunities to get Face-to-Face Hours, close to home. Thank you to the AHA staff for supporting the AHEF.

AHEF's website is now up-to-date. You may have noticed that the website was a little behind in updates and getting things posted; this was due to a website error and the AHEF webmaster was unable to log in. Thank you for your patience. Things are back up and running! <http://ahef.ache.org/>

Finally, as we begin preparation for fall events, we hope you will mark your calendar for the AHA Annual Meeting set for October 2-4 in Little Rock. A total of six ACHE Face-to-Face Hours will be provided throughout the event.

Thank you,

Steven Webb, FACHE
AHEF President
President/CEO, Unity Health

AHEF NEWS

Welcome to our **New Members** and congratulations to our **Recertified Fellows** from March through June of 2019!

New Members

Joshua Bright
Director of Pharmacy
North Arkansas Regional Medical Center,
Harrison

Christina Clark, MBA
Vice Chancellor, Institutional Support Svs
UAMS, Little Rock

Nancy K. Davis, MD
CMO
Advanced Pathology Solutions, North Little Rock

Wade Freer
St. Bernards Medical Center, Jonesboro

Forrest J. Whichard III
VP of Operations
CHI St. Vincent, Little Rock

Cara Cox
Project Director
UAMS, Little Rock

Jonathon M. Gammon
COO
Pinnacle Pointe Hospital, Little Rock

Jenny Guthrie, MBA
Revenue Cycle Dir & Chief Compliance Officer
Drew Memorial Health System, Monticello

David Hennessee
Dir of Radiology & Support Services
Baptist Health Medical Center-Arkadelphia

Recertified Fellows

Johnny Kevin Hodges, FACHE
Senior VP of Administrative Services
St. Bernards Healthcare, Jonesboro

Guy Delashaw, FACHE
Chief, Central Business Office
Central Arkansas Veterans Healthcare System,
North Little Rock

EDUCATION

Save the Date – AHA Annual Meeting

The Arkansas Hospital Association will hold its Annual Meeting October 2-4, 2019 in Little Rock. The program will be available August 1st online. ACHE Face-to-Face hours will be provided throughout the event - a total of 6 hours will be provided to attendees via panel discussions and a 3-hour workshop.

Review of the 2019 Hospital Executive Leadership Conference

The Leadership Conference was held June 12-14, 2019 at The Hu. Hotel in Memphis, Tennessee. This year's meeting featured sessions on disruptive innovation, the art of perception leadership training and the journey to physician engagement. The 1.5 ACHE Face-to-Face panel focused on patient and family

Catina McClain, MD
Chief of Staff
Central Arkansas Veterans Health Care System,
Little Rock

Kevin McIntyre
Administrative Resident
St. Bernards Medical Center, Jonesboro

Jason Messervy, DO
Hospitalist
CHI St. Vincent, Hot Springs

William Moore
General Counsel
ARcare, Little Rock

Thea Rosenbaum, MD
Assoc Chief Medical Quality Officer, Assoc Chief
Medical Officer of Patient Safety, Associate
Professor of Anesthesiology
UAMS, Little Rock

Jessica Stahulak, BS, MHA
Associate Budget Analyst
UAMS, Little Rock

Lee Gentry, FACHE
VP/Administrator
Baptist Health Extended Care Hospital, Little
Rock

advisory councils with Pam Brown, VP of quality and patient safety with AHA, moderating. Attendees enjoyed a night at the ballpark as well as dinner at the famous Rendezvous. For those that were unable to join us this year, we hope to see you in 2020!



ACHE NEWS

[Access to Career Resources Continues Following 2019 Congress](#)

Thank you to the nearly 100 volunteers who assisted hundreds of visitors to the Career Center at this year's Congress on Healthcare Leadership. With their help, we provided approximately 500 career advising and resume review sessions.

If you missed the 2019 Congress, you can still access leadership assessments and other career management tools year-round by visiting [ache.org/CareerResources](https://www.ache.org/CareerResources). The resources available can help you advance your career, build your brand, develop your network and seek new opportunities. Whether navigating professional transitions or creating a long-term plan, everything you need to manage and develop every step of your career is a click away.

[Your Resource for Consultant Expertise](#)

The [Healthcare Consultants Forum Member Directory](#) is an excellent resource to help identify a consultant who meets your needs and has a specific area of expertise. The consultants listed in the directory are members of ACHE and its Healthcare Consultants Forum and have agreed to be contacted by those seeking more information about their services.

Please contact Liz Catalano, marketing specialist, at ecatalano@ache.org or (312) 424-9374 for more information.

[Save \\$200 on the BOG Exam Fee](#)

When you submit your advancement application by June 30, the \$200 Board of Governors Exam fee will be waived.

Earning the FACHE® is the gold standard for board certification in healthcare management, so obtaining this coveted credential signifies hard work, dedication and commitment. We want to thank you for your efforts, which is why when you submit your completed application by June 30, along with the \$250 application fee and all supporting documents, the \$200 Board of Governors Exam fee will be waived.

If you are committed to standing out as a leader among leaders in healthcare management, learn about the requirements to sit for the BOG Exam and the complimentary resources available to help you prepare for it [here](#).

Your Success Benefits Everyone

When you share the value of your ACHE membership with colleagues, you not only help advance the profession but can earn rewards as well.

Each time you encourage someone to join ACHE or help them earn their FACHE® you receive a reward point through the Leader-to-Leader Program. The more reward points you collect, the more rewards you can receive. When you help grow ACHE, you not only make a strong statement about your professionalism and leadership in the healthcare field, but you strengthen the organization. For more information visit [ache.org/L2L](https://www.ache.org/L2L).

Research Solutions Sought for 2020 Congress

Authors can submit proposals to present their research at the annual Forum on Advances in Healthcare Management Research during next year's Congress on Healthcare Leadership. The lead presenter of each selected proposal will receive a complimentary registration to Congress. Please visit [ache.org/Congress/ForumRFP.cfm](https://www.ache.org/Congress/ForumRFP.cfm) for the selection criteria and submission instructions. Submit your abstract, of up to 400 words, by July 10.

OTHER NEWS

Hospitals Must Focus on Scale to Combat New Competitors

Today, hospitals are struggling to hold onto their outpatient business in the face of new competitors that have the scope and technological capability never before seen in healthcare.

UnitedHealth/Optum and CVS Health/Aetna are aiming to unbolt outpatient business from legacy hospitals. Amazon, Apple and Google are investing heavily in healthcare from numerous angles, looking for the most effective entry points to care and services. Hospital organizations are doing what any company would do when confronted with a highly disruptive environment like this: They are trying to gain the financial and intellectual resources to compete in a new world.

Hospitals are making this transition in the face of a difficult financial reality. Moody's Outlook for 2019 projected that revenue growth for hospitals would continue to decline under pressure from weak inpatient volume and low reimbursement payments. At the same time, expenses would continue to grow faster than revenue. In this situation, the normal response of any company in any industry would be to seek scale in an effort to meet this new level of competition and adjust to a emerging business model. That is exactly what is happening among hospital stakeholders. "Bulking up" is a logical response.

Organizations need to grow along with everyone else. Scale will help ensure that America's hospitals can keep pace—that they can continue to build on their deep community connections, expertise treating the full range of health conditions and history of serving our most vulnerable populations.

Scale will be critical, but it is not an end in itself. Scale is a means to gain intelligence—to get the best intellectual capital, to tap information about a vast group of people, to test new ideas and then to scale those ideas. Nevertheless, scale is the platform that will allow hospitals to acquire the resources—such as more working and intellectual capital, and significant digital capabilities—to compete in this brand new healthcare marketplace.

—Adapted from "[Why Hospitals Must Seek Scale](#)," by Kenneth Kaufman, *KaufmanHall.com*, Dec. 20, 2018.

Becoming a Visionary Leader at Any Organizational Level

Creating a unifying vision for their organizations is a fundamental skill for leaders. However, building that vision has become more associated with top-level leadership than with directors, managers and others throughout the organization. Consider these critical vision-creation opportunities, each of which can propel your professional development:

Helping the CEO Shape the Company's Vision

Good senior leaders know they are missing critical information as they are typically removed from many customer experiences and operational realities. Being a conduit of the insights and experiences of others who will be touched by the work can help senior executives improve that sense of connection. Further, raising your hand to volunteer your own perspective in collective problem-solving opportunities helps you develop your own vision-creation abilities.

Translating the Company Vision to Make it Relevant for Your Team

Even if you do not have the chance to help shape early drafts of your company's vision, if you are a leader at any level, you will likely be directed to work with your team to translate that vision. Though on a smaller scale, this in itself is "vision crafting" and it will benefit from the same kind of broader perspective senior leaders themselves will want to seek. Even if you are simply "translating" vision from the upper part of the organization, take some time to solicit ideas from other parts of the company that also have a stake in your unit's performance aspirations, being sure to crosscheck your translation with those senior leaders guiding the overall vision.

Catalyzing Your Own Vision

Sometimes a new company vision does not begin in the C-suite, but instead bubbles up from lower-level leaders already using it to drive innovation and change in their own units. Your organization may not be ready for—or even sympathetic to—bottom-up vision development. However, the need for continual innovation in today's operating climate may give you the opportunity to promote new ideas from your own local experiences that can demonstrate potential for broader growth and even reinvention in your company.

Getting Yourself Into the Vision Game

Here are a few tips to position yourself for vision-building moments:

1. Get a clear idea on what a vision is and why it matters. Do not confuse vision (an aspirational picture of future success) with mission (why an organization exists), values (the principles and moral beliefs by which the organization chooses to operate) or strategy (the decisions about where and how to compete that bring a vision to life).
2. Watch for opportunities to contribute. Contribute to the vision-work underway by other leaders. Translate an agreed upon enterprise vision down to the unit you are leading, or focus the work of your team on a local or regional vision. Catalyze innovative change for the organization based on some front-line innovation in which you are involved.
3. If you find a vision-building opportunity, do not do all the deciding alone. Just as a senior leader might benefit from seeking your contributions to a major corporate vision, share the process with others working with you in any of your own vision-building. It will sharpen your collaboration skills as well.
4. Learn by watching or studying how others go about the vision-building process. Talk to other leaders about visions they have developed to understand how and why those visions turned out the way they did. Study visions of companies documented in the business press or learn from partners or clients about the visions they have for their organizations. You will better understand what makes for successful vision-building, which you can then bring to the next opportunity in your own organization.

Because developing a vision for an organization sets the stage for strategy and higher performance, it will always be seen as an essential capability for top leaders. However, this does not mean that vision is always above your paygrade. Visioning requires practice, and there is no better way to get that practice than by building your craft through smaller or sudden opportunities to make a contribution that comes your way.

—Adapted from "[You Don't Have to Be CEO to Be a Visionary Leader](#)," by Ron Ashkenas and Brook Manville, *Harvard Business Review*, April 4, 2019.

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.