



An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Arkansas Health Executives Forum October 2022

AHEF Members and Fellows

Welcome to the AHEF new members and congratulations to the recertified Fellows and the new Fellows from July through September 2022!

New Members

Richard Boardman
Boardman Speech Pathology, Ozark

William E. Dakil, JD, MHA
Administrative Fellow
Arkansas Children's Hospital, Little Rock

Megan Guillory
Head of Business Development
Umoja Food for Health, Rogers

Joshua A. Gullace
Student Doctor
Jonesboro

Nicolai M. Marusiak
Benton

Jill McIlroy
Exec Director of Philanthropy
Arkansas Children's, Little Rock

Andrew A. Merryman, MPA
Chief Operating Officer
Ark Continued Care Hospital, Jonesboro

Alton R. Irwin, III
Manager, Support Services
NEA Baptist Memorial Hospital, Paragould

Michelle Odom
CARTI, Little Rock

Patricia Otiede, BS, MHA
Director of Practice Management
Helene Regional Medical Center, Helena

William J. Rankin
Student
UAMS, Little Rock

Tanya Underwood
Legal, Compliance, Quality & Safety Mngr
ARcare, Searcy

Recertified Fellows

Beverly Nix, FACHE
CEO
Sharp Corporation, Jonesboro

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

Jason G. Rounds, FACHE
CAO
UAMS Health, Little Rock

Congratulations to...

Tonya Morgan, FACHE, AVP of Operations, CARTI, Little Rock

Shannon Hendrix, FACHE, SVP and Chief Administrator, Arkansas Children's Northwest, Springdale

Michael Darren Caldwell, FACHE, Jonesboro

All passed the Board of Governor's Exam and are now Fellows!!

ACHE News

Advancing Diverse Executives

Meet the [37 scholars](#) selected for ACHE's 2022 [Thomas C. Dolan Executive Diversity Program](#) and [Career Accelerator Program](#), who come from a variety of backgrounds and disciplines.

This year, the Executive Diversity Program will consist of e-learning, including webinars; self-study materials; and three multiday, in-person sessions. The Career Accelerator Program is exclusively virtual. Dolan scholars are empowered through a structured curriculum and activities that cultivate strong leadership presence; sharpen expertise in diversity, equity and inclusion; build critical leadership skills; and expand one's capacity to navigate career opportunities and challenges. Both programs are six months in duration and are wholly funded by the [Fund for Healthcare Leadership](#).

For more information, visit [ache.org/DiversityandInclusion](https://www.ache.org/DiversityandInclusion) to learn more about the Executive Diversity Program, Career Accelerator Program, and other diversity and inclusion resources.

ACHE Job Center

Did you know the ACHE [Job Center](#) is one of the most frequently visited and valued features on [ache.org](#)? With more than 3,000 jobs posted, the Job Center features:

- **A contemporary, updated design** improving user experience and interface utilizing a modern look and feel for all pages within the Career Resource Center.
- **Intuitive job search functionality** allowing users to search for, view and apply to jobs on the same page.
- **Customized job alerts** designed to strategically define and coordinate push notifications based upon job titles, geography, organization name, salary range and more.
- **Job seeker profile creation** available to all members interested in setting up a job seeker account and resume access to ACHE-approved employers for enhanced visibility.
- **Online recruitment and job posting** for members looking to promote available positions, recruit high-caliber candidates and leverage the expertise of ACHE member candidates.

ACHE Blog and Podcast

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.

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:

1. Log in to my.ache.org.
2. Under “Helpful Links” on the right-hand side, click the last option, “My Communities.”
3. Click the “Add” button to choose the online communities you wish to join. *An MD or DO degree is required to join the Physician Executive Community.*
4. 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.

Articles of Interest

Inside the Air Traffic Control Function of a Florida Hospital

It’s 7 a.m., April 13, 2022, at Sarasota (Fla.) Memorial Healthcare System, and an overflow unit is opening as planned. Based on data reviewed the night before, Susan Grimwood, APRN-C, knew that the health system would not have enough beds to care for all the cardiac patients who were projected to be admitted.

Proactively, she had worked with other nursing leaders and made plans to open an overflow unit at 7 a.m. to accept the patients, preventing potential operational logjam and patient safety issues. This is just one example of the kinds of bottlenecks that Grimwood addresses on an almost daily basis in her role as director of clinical logistics and patient throughput.

Grimwood and the logistics team continually track all patient movement across the public health system, which includes an 895-bed flagship hospital in Sarasota, a 110-bed hospital in Venice and a free-standing ED. Via computers, they continually

monitor admissions, surgeries, ED visits, discharges and other data and work closely with unit leaders to determine staffing needs. The team is also charged with appropriately placing patients in the right unit based on acuity and specialty needs.

“Susan is like the air traffic controller of the health system,” says Bryan Dickerson, vice president of workforce, Hospital IQ. “She figures out what needs to move so planes don’t crash and the runways don’t become full of planes.”

Sarasota Memorial Healthcare uses a predictive analytics solution to help manage patient capacity and identify staffing needs. In addition to helping Grimwood and her clinical logistics team with patient throughput, the software is used by senior leaders for operational and strategic forecasting and by frontline leaders for staff scheduling.

The technology incorporates machine learning capabilities. It considers various data—including historical census, local COVID trends, scheduled surgeries, projected discharges and acuity levels of ED patients—and issues predictive forecasts of patient volumes by unit or service days or even weeks into the future.

On a recent Monday, 30 orthopedic surgeries were scheduled for a Wednesday at Sarasota Memorial Hospital. The predictive analytics tool projected that the orthopedic unit would be 10 to 15 beds short. “We worked with the orthopedic team manager to get some additional staff scheduled and to open an overflow area for short-stay orthopedic patients, Grimwood says. “This helped ensure we wouldn’t have any issues of patients backed up in the PACU [post-anesthesia care unit].”

Since COVID-19 struck two years ago, the work of Grimwood and her team has been vital to ensuring that the health system can care for large surges of patients with fewer staff. “The predictive analytics is like our magic behind the scenes that helps us know whether patients will need an ICU bed or a medical bed, what units are most burdened, how units are staffed and other key information,” Grimwood says.

—Adapted from “[Inside the Air Traffic Control Function of a Florida Hospital](#),” *Healthcare Executive*, Maggie Van Dyke, freelance writer, Chicago.

Mission-Focused Leadership

Medical City Plano and its affiliate, Medical City Frisco, comprise one of the largest hospital complexes in the HCA Healthcare system, and our leaders strive to keep those mission priorities on track, even during challenging times. The hospitals are fortunate to be part of HCA Healthcare, where the local leadership team can draw on a nationwide network of executives and mentors with whom they can collaborate, problem-solve, and build inspiration and ideas for implementation.

The Four P’s

I’ve found that one of the best ways to stay on track with the hospital’s mission is to remember the four P’s of leadership—planning, perspective, passion and perseverance. The importance of planning goes almost without explanation. A CEO must always have a plan and the ability to execute that plan with demonstrated data and results.

Perspective comes with the leader's "why." Why did I get into healthcare, or what's my story? Ensure that the story is communicated compellingly, and tell it often. This helps teams connect with their leader's heart and get to know him or her as a person. Healthcare is a people business, so leaders must have a passion for people. Leaders must also maintain a proper perspective in balancing work and family. Finally, to persevere, a leader needs grit, resolve and determination to get themselves and their people through whatever situation arises.

Servant Leadership

Cultural alignment is driven through deliberate and focused communications and activities across all levels and audiences. For example, the executive team builds trust and develops followers through its Walk in My Shoes program. Executive leaders round on hospital departments and leaders weekly, "walking in their shoes" by visiting patient rooms, soliciting honest feedback and discussing solutions, managing up departmental leaders, and rewarding and recognizing successes.

In addition, every departmental leader—from accounting to environmental services to IT—rounds on an assigned block of patient rooms daily for 30 minutes. That's followed by a 30-minute huddle with the entire leadership team to discuss patient feedback and conduct any needed service recovery in real time.

Two-Way Communication

CEOs need to be authentic and consistent with colleague communications, from regular written communications to presentations and in-person "meet and greets." Communication channels should always go both ways, providing plenty of opportunity for colleague feedback and input. Consistent, two-way communications build trust and can make it easier for colleagues to support initiatives when difficult decisions must be made.

For example, in 2021, Medical City Plano expanded capacity by 250% for extracorporeal membrane oxygenation, an advanced heart/lung bypass treatment, to enable additional access to this lifesaving treatment for critically ill COVID-19 patients from areas where the treatment was not available. To accomplish that, the hospital needed to temporarily redirect resources from other service areas that did not require critical care. The move was consistent with the hospital's mission statement.

Being Crisis-Ready

Leaders also must have the structure in place to manage crises. For example, underneath the overarching pandemic, Medical City Plano faced staffing challenges, social disruption and an unprecedented Texas ice storm in 2021.

Successful crisis navigation and mitigation comes with having a great executive team, being visible and authentic in the workplace, having open lines of communication with colleagues and the community, and having a top-notch command center team to filter through incoming information and make plans in real time. Even though Medical City Plano is fortunate to be able to draw on division and corporate resources, it still is essential to have a hospital structure and personnel ready to manage local crises.

Be Authentic

Leaders must also demonstrate authenticity in their decisions and daily operations. Service is our responsibility, and a leader's No. 1 priority is to serve others. For example, one of the best ways to show commitment to diversity, equity and inclusion is in the makeup of the executive suite. CEOs should be intentional about selecting talented and exceptional team members who bring diversity in race, ethnicity, gender and generations.

As a personal note, when I decided to work on my PhD in public policy and administration, I chose to enroll in a historically Black university because I believe in the benefits that diversity brings to all areas of life. Actions can speak as profoundly as words.

Ultimately, an organization's greatest strength is its people and its culture—a system of values, expectations and accountability for everyone. Leaders who stay true to that mission and manage with their authentic selves will find it easier to make the tough decisions when necessary and inspire their colleagues to follow them through to the other side.

—Adapted from "[Mission-Focused Leadership](#)," *Healthcare Executive*, Jyric E. Sims, FACHE, CEO, Medical City Plano in Plano, Texas, and oversight of Medical City Frisco, Texas.