



Arkansas Health Executives Forum March 2023

AHEF News

AHEF Recognized by ACHE

The American College of Healthcare Executives has recognized the Arkansas Health Executives Forum with two awards:

Award of Distinction Award for Sustained Performance

The AHEF achieved or exceeded ACHE's 2022 performance standards with a member satisfaction rating of 4.3 and an education and networking performance rating of 15.69.

AHEF will be acknowledged of these achievements during Congress at the end of this month.

AHEF Committee Assignments

In discussion of assigning those interested in serving on an AHEF Committee, a few items of clarification need to be developed and provided regarding committees, their roles and responsibilities and also possible AHEF Bylaws updates.

Adam Head, AHEF President, and Gary Paxson, AHEF Vice-President, are reviewing the committee outlines and bylaws and will be in touch with those that stated interest in committees soon. An email will be sent to all committee members.

Ultimately, AHEF's goal this year is to drive more member engagement and Adam and Gary are both encouraged at some real possibilities to do this in new ways. More to come!

AHEF Members and Fellows

Welcome to the AHEF new members, and congratulations to the recertified Fellows and two new ACHE Fellows since January 2023!

New Members

Joanna Bartley
CommonSpirit Health, Little Rock

Jeremy L. Caviness, MAOL
Acting Asst Medical Center Director
Veterans Health Administration, Fayetteville

Shantonio L. Elliott
Clinical Operations Manager
Saline Health System, Benton

Joseph Lupski
Little Rock

Ann Pongsakul
Resident Physician
Unity Health, Searcy

Michael B. Reichenbach, MHA
Radiology/IR Manager
CHI St. Vincent North, Sherwood

Holly Skinner
Vice President Human Resources
Arkansas Children's Hospital, Springdale

Cassandra Van Tassel, MHA
Educational Operations Specialist
Arkansas Hospital Association, Little Rock

Eli Vinson
Director of Pharmacy
Community Health Systems, El Dorado

Scott Whittington
Chief, Community and Public Relations
Department of Veterans Affairs, Springdale

Recertified Fellows

Gus B. Brady, LFACHE
Little Rock

Barry L. Davis, FACHE
President and CEO
Arkansas Methodist Medical Center,
Paragould

Congratulations to...

**Joshua C. Bright, FACHE, Chief Operating Officer,
North Arkansas Regional Medical Center, Harrison**

and

**Angela B. Smith, DNP, FACHE, Director of Nursing, Education, Recruitment
& Innovation, St. Bernards Medical Center, Jonesboro**

Both passed the Board of Governors Exam and are now Fellows!!!

Education

2023 Emergency Preparedness Forum

The Arkansas Hospital Association will host a two-day Emergency Preparedness Forum on April 11-12 in North Little Rock.

This event will feature active assailant prevention and response training, crisis management, the 2024 great North American eclipse, a federal update, radiological emergency response and more!

AHEF will host a panel during this event (April 11th) focused on Crisis Management: Strategies to Effectively Manage a Healthcare Organization with 1.5 ACHE Face-to-Face Hours provided.

8.0 ACHE Qualified Education hours will also be provided for this two-day meeting.

Registration is only \$25 per person, per day!

To view the program with the registration form, please [CLICK HERE](#).

UAMS Master of Healthcare Administration Admissions Webinar

Are you ready to take your healthcare administration career to the next level? Join us for an exclusive MHA Admissions Webinar on March 28th from noon-1:00 PM and discover how UAMS's online Master of Health Administration program can unlock exciting new opportunities for you or your employees.

During this informative webinar, you'll have the chance to:

- Meet some of our esteemed faculty,
- Explore our cutting-edge curriculum, and
- Learn about the application and admission process.

The event will also discuss tuition and finances, as well as the incredible career prospects that await you after graduation.

Don't miss out on this amazing opportunity to enhance your skills and advance your career in healthcare administration. RSVP now by emailing mhaprogram@uams.edu to receive the Zoom link and join us on March 28th!

Please direct any questions regarding this event to mhaprogram@uams.edu.

Face-to-Face Hours vs. Qualified Education

There is always some confusion on what education can be considered qualified education hours and what can be considered face-to-face hours when renewing your "Fellow" status with ACHE.

ACHE Face-to-Face Education programming is defined as any face-to-face continuing education program offered by the national organization or an ACHE-approved chapter panel discussion. If events are not panel discussions, the faculty is contracted through ACHE and the event and the cost to attend will be slightly higher.

Following the event, AHA/AHEF provides the attendee list to ACHE so that face-to-face hours are **applied directly** to an individual's record. Attendees need to allow up to 6-weeks for hours to be applied to their record.

Examples of Face-to-Face Education in Arkansas:

- AHEF Virtual Panels held during COVID-19
- AHA's 2022 Annual Meeting 3-Hour Workshop: Crucial Conversations for Mastering Dialogue
- AHERT's 2022 Leadership Conference Panel: Top Strategies to Erode Toxic Behaviors and Build Teams of Everyday Civility in Healthcare
- AHEF Panel: Crisis Management: Strategies to Effectively Manage a Healthcare Organization (Set for April 11th in conjunction with the 2023 Emergency Preparedness Forum - Registration is \$25 per person, per day - [Program Information Here](#))

Qualified Education Credit is defined as credit that is earned through ACHE, state chapters or other educational organizations whether the program is administered in-person or via distance offerings (webinars, online seminars, etc.). This education must be directly applicable to the practice of healthcare management. Content that focuses on inspirational, clinical or technical aspects does not qualify. Further, any promotion and/or endorsement of a specific organization's programs, products or services must not be included.

With Qualified Education Credit, all **attendees must self-report their attendance** in order for this credit to be applied toward their advancement or recertification as Fellows of ACHE.

The Arkansas Hospital Association is an approved provider for ACHE Qualified Education Hours and notes which events are approved for Qualified Education on the program.

Examples of Qualified Education Credit in Arkansas:

- 2023 No Surprises Act Webinar
- Nurse Leaders Active Shooter – This is Not a Drill! Virtual Event

Why aren't these considered face-to-face hour events?

1. They are not panel discussions that have been developed with an ACHE Template.
2. The faculty was not contracted through ACHE.

ACHE News



[2023 ACHE Congress on Healthcare Leadership](#) is set for March 20-23 at the Hyatt Regency Chicago. **We hope to see you there!**

You Asked, We Answered—3 Easy Payments

We are excited to announce another convenient way for members to keep up with their dues payments. In addition to auto-renewal of full dues, we are now offering the opportunity to pay ACHE dues in three installments.

After you make your first installment, ACHE will email you in advance of the second and third payments before credit/debit cards are charged. Additionally, once you sign up for the installment payment plan, your membership will automatically renew each year under the plan. ACHE will continue to keep you informed before processing future payments.

If you have any questions about the installment payment plan, contact ACHE's Customer Service Center at contact@ache.org or call (312) 424-9400, Monday through Friday, from 8 a.m. to 5 p.m. Central time.

Connect With Fellow Members

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.

If you have any questions, please contact ACHE's Customer Service Center (contact@ache.org or 312-424-9400), Monday through Friday, from 8 a.m. to 5 p.m. Central time.

FACHE® Recertification

The mandatory [recertification](#) deadline for the 2023 class is Dec. 31, 2023.

Fellows can check on their progress by logging into My ACHE and viewing the FACHE Recertification Progress Tool. There is no need to wait until Dec. 31 to recertify. Fellows

should recertify early, pending all requirements have been met, so that they may start earning continuing education and volunteer activities toward their next recertification cycle.

Fellows over the age of 60 that plan to retire within the next five years may be eligible for a one-time only five-year recertification waiver. Fellows in good standing who are retired from healthcare management may transfer to Retired or Life Fellow Status.

ACHE Call for Nominations for the 2024 Slate

ACHE's 2023–2024 Nominating Committee is calling for applications for service beginning in 2024. ACHE Fellows are eligible for the Chair-Elect and Governor vacancies and are eligible for the Nominating Committee vacancies within their districts. 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 2026).
- Nominating Committee Member, District 4 (two-year term ending in 2026).
- Nominating Committee Member, District 5 (two-year term ending in 2026).
- Four Governors (three-year terms ending in 2027).
- Chair-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 Chair-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 the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chair-Elect and Governor candidates and the composition of the Board of Governors.

Candidates for the Nominating Committee should only submit a letter of self-nomination and a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to krock@ache.org and must be received by July 28. All correspondence should be addressed to Carrie Owen Plietz, FACHE, chair, Nominating Committee, c/o Kim Rock, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

The first meeting of ACHE's 2023–2024 Nominating Committee will be held March 21 during the 2023 Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. Central time. During the meeting, an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs. Following the July 28 submission deadline, the committee may meet to determine which candidates for Chair-Elect and Governor will be interviewed. All candidates will be notified of the committee's decision no later than Sept. 29, and candidates for Chair-Elect and Governor will be interviewed in person Oct. 19.

To review the Candidate Guidelines, visit [ache.org/CandidateGuidelines](https://www.ache.org/CandidateGuidelines). If you have any questions, please contact Kim Rock at (312) 424-9494 or krock@ache.org.

Meet ACHE's 2023 Premier Corporate Partners

This year, we are extremely proud and deeply appreciative to have five of the industry's leading companies as our [2023 Premier Corporate Partners](#):

- [Change Healthcare](#).
- [Exact Sciences](#).
- [Intuitive](#).
- [LeanTaaS](#).
- [Quest Diagnostics](#).

ACHE's Premier Corporate Partners play a vital role in supporting our mission of advancing healthcare leadership and the field of healthcare management excellence. These relationships help ACHE support our educational programs and national events, such as the Congress on Healthcare Leadership, and they offer [complimentary resources](#) to members, such as on-demand content, white papers and articles, to help address critical issues in your organization. In return, we offer our partners exclusive opportunities to engage with ACHE members to advance their key initiatives.

We hope you'll join us in offering a warm welcome to each of our 2023 Premier Corporate Partners. We look forward to their partnership and support in the year ahead.

Articles of Interest

5 Drivers of Employee Engagement at Work

What do employees want in an employee value proposition? The following are five specific traits that have the biggest impact on employee retention.

1. A strong strategic compass

Employees want to play for a winner—an organization led by a trustworthy management team with a sound plan for the path forward. They're looking for a purpose-driven strategy that clarifies their roles and leaders who have an inclusive process of refinement and improvement. They want to work with people who trust that the plan will succeed.

To boost employee confidence, consider your business's purpose. What are you striving for beyond an improved bottom line? Weave your vision, mission and values into day-to-day activities, reflecting the employee's core role in the company culture. Solicit feedback on progress and setbacks. Reflect on your success in the collective movement toward your central goals. Encourage extending your values-driven culture to stakeholders outside the company as well as the broader community.

2. Abundant growth opportunities

Providing ways for employees to achieve professional and personal growth reassures them that they can still grow if they stay with you. Make sure your employees are in their ideal roles, and then establish a clear line of sight to where they want to be next, including the training and support they'll require.

If an employee can't see their opportunities for growth, they'll look elsewhere. To ease their uncertainty, actively inspire your people to target future roles. Help them understand what skills they need to advance and develop learning plans that link their personal success with

the organization.

If you don't have growth pathways in place, consider why. Honestly reflect on how those gaps affect your employee retention, then take action. Build tracks for growth, training and development that benefit both the organization and the people who keep it running.

3. A sense of worth with effective rewards

For their contributions, employees want rewards that reflect their value to the organization. You have to assume they know what the market provides for their skills and expertise—not just financial packages but other incentives and flexibilities. To stand out, your rewards plan must consider employee preferences, and it needs to be direct, transparent and competitive to effectively offer a fair exchange.

Take a close look at what you currently offer your people. Is your compensation and benefits package compelling enough to attract and keep people with top-notch, specialized skills? You may need to broaden your benefits options to provide flexibility in tailoring compensation packages for new hires and existing employees.

4. A measure of employee autonomy

Employees thrive when they have control over how they fulfill their responsibilities and deliver results for the company. The global pandemic revealed the benefits of working remotely, especially in organizations that have healthy communication practices and two-way accountability. Along with autonomy, your employees also value having a say in the organization's success. They want to have confidence that you and others in leadership are listening.

Offer multiple ways for your people to share ideas and contribute while making sure that you and other leaders are prepared to listen and engage. And, when it's feasible, consider giving employees the freedom to work wherever they work best.

5. A supportive and inclusive community

A productive workplace that's bolstered by a companywide collaborative mindset fosters success. The biggest factor for this is respect and inclusion. Allow for and encourage differences of opinions, backgrounds, challenges and strengths. Those differences will help you build a better workplace, which you can regularly improve upon.

Dive into your demographic data within all areas and levels of the business. If you say you're committed to inclusive hiring, find out if your organization truly reflects it. Challenge your leadership team to assemble a diverse workforce while creating structures—such as employee resource groups—that amplify their unique perspectives. And when you have a solid mix of people, make sure you're implementing ideas generated from throughout the organization.

—Adapted from “[5 Drivers of Employee Engagement at Work](#),” Korn Ferry.

Generating Positive Outcomes with Staff Coaching

There are differences between coaching and mentoring. In coaching, the person receiving the coaching is assumed to have the answers for attaining their career goals and the coach draws those answers out. In mentoring, there is more of an advice-driven relationship, where mentors are experts who share their experiences with mentees to help them grow and meet their career goals.

"In many ways, the coach does not have to be an expert. They must be an expert in listening,

asking questions, and being a mirror for the client they are working with to help them get to the answer that is within themselves," says Courtney Holladay, PhD, associate vice president, MD Anderson Leadership Institute.

MD Anderson has been collecting data about coaching since the launch of its leadership institute in 2018. With the data, MD Anderson staff that have received coaching can be compared to a control group that has not received coaching. "We have seen a significant difference. From fiscal year 2019 to fiscal year 2022, the turnover for the coaching group was 9%; for the those who have not participated in coaching, the turnover rate was 20%," Holladay says.

All staff members are eligible to receive coaching, Holladay says. "We have been building up our programming to be able to coach everyone. We were not able to start there, but we are now in a place where we are able to offer coaching for anyone who is interested."

MD Anderson offers four kinds of coaching.

- **Onboarding coaching** is offered automatically to new executives and new faculty leaders as soon as they start working at MD Anderson. There are 15 sessions that typically last about nine months. People receiving coaching have 12 sessions one-on-one with their coach and three sessions with their managers.
- **Traditional coaching** involves a series of one-on-one sessions, where the coach works with a staff member on making specific behavioral adjustments to capitalize on strengths and address development needs. Traditional coaching includes 18 hours of coaching, with three of those hours dedicated to a triad check-in, which is the coach, the staff member and the staff member's manager. Traditional coaching it is typically nine months to a year.
- **Leadership development cohort program coaching** can target different competencies and different topics such as holding difficult conversations. This type of coaching also can focus on a particular goal that the coach works with the staff member to attain. The length of the coaching is dependent on the particular cohort program, ranging from five months to a year.
- **On-demand coaching** allows staff members to go online and look for a coach. Managers are made aware of the coaching request so they can support the coaching engagement, and staff members are asked to do a quick self-assessment to make sure they are ready for what coaching entails. The length of on-demand coaching is the most variable. If the staff member and the coach are focusing on a specific issue, the duration of the coaching could be three to five sessions. If the coaching is focused on a long-term goal, the duration could be nine months.

Holladay offered advice to other healthcare organizations that are interested in launching coaching programs. "You should start small, build on success and continue to grow. We have been successful by being very focused on how we could provide coaching early on, how we could do coaching well and how we could generate outcomes. Then we focused on growing our coach population, which allowed us to ultimately achieve our goal of offering coaching to anyone who wants it."

—Adapted from "[MD Anderson Generating Positive Outcomes With Staff Coaching](#)," *HealthLeaders*, by Christopher Cheney, Feb. 20, 2023.