

An Independent Chapter of



American College of
Healthcare Executives
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President's Letter:

Dear ACHE of Georgia Members,

I hope everyone is having a fun and productive summer. As we reach the midpoint of the year, it's an excellent time to reflect on our accomplishments and look forward to the exciting opportunities ahead for our chapter.

Our chapter membership continues to grow with 161 new or transferred members so far this year. 17 Fellows have recertified, and 5 members have achieved Fellow status. This fall we'll offer an online Board of Governors exam prep courses for members who are pursuing the Fellow designation.

We've offered 18 educational and networking programs since the first of the year. Attendance and engagement at our programs has been outstanding, and we have a full calendar coming up.

On August 1, we have another [virtual interactive program](#), and I hope you can join us in-person for our [Summit North event](#). Summit includes networking at Reformation Brewing in Canton on August 21 and a full-day of educational programs in Jasper on August 22. The program focuses on technology and has 3 hours of ACHE In-Person Education credit and 1 hour of Qualifying credit.

For graduate student members in Georgia, we're again offering three \$2,500 academic scholarships ([apply by September 3](#)). Earlier this year, we awarded three \$1,800 scholarships for students to attend ACHE Congress.

Also, our call for 2025 Board nominations is open until August 5. See page 3 of this issue for details. And be sure to watch for details on our 2024-25 mentorship program, which will be launched this fall.

I encourage you to take advantage of these opportunities and to remain actively involved in our chapter and ACHE. Your participation is vital to our continued success and growth. Together, we can achieve great things and make a lasting impact on Georgia healthcare.

Sincerely,

Jon-Paul Croom, FACHE
President, ACHE of Georgia



Jon-Paul Croom, FACHE

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***"THE FUTURE OF HEALTHCARE:
FROM PAPER CHARTS AND MISSING
BLACKBERRIES TO ADVANCED
ARTIFICIAL INTELLIGENCE"***

[Join Us for Summit](#)

August 22 Summit North Looks at

“The Future of Healthcare: From Paper Charts and Missing Blackberries to Advanced Artificial Intelligence”

Thursday, August 22, 8:30 AM to 3:00 PM
Chattahoochee Tech Appalachian Campus, Jasper
Pre-Event Networking on August 21 in Canton

**3 Hours of ACHE In-Person Education Credit;
1 Hour of Qualifying Education Credit**

Opening Keynote Session:

Our opening keynote speaker is Christopher Kunney, eACHDM, CPHIMS, MSMOT, Managing Partner, IOTech Consulting. His topic focuses on our theme, “The Future of Healthcare: From Paper Charts and Missing Blackberries to Advanced Artificial Intelligence.”

1 Hour of ACHE Qualifying Education Credit

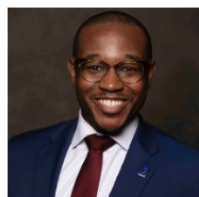


Christopher Kunney

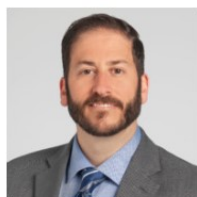
AM PANEL DISCUSSION: “MEETING THE NEEDS OF TODAY’S CONSUMER”

Moderator:

Panelists:



Daniel R. Triggs, MHA
Project Manager
Healthiant Ventures



Kevin Phipps, MBA, CPXP
Director of Patient Experience
Emory Healthcare



Lauren Smeeding,
Executive Director,
Strategic Operations,
Primary Care and
Retail Care Services,
Piedmont Healthcare

Note: The morning and afternoon panels have been approved for 1.5 hours of ACHE In-Person Education Credit each.

PM PANEL DISCUSSION: “RETHINKING THE AMBULATORY CARE NETWORK”

Moderator:

Panelists:



Edward Lai, Senior Manager, Life Science, Digital Health, Metro Atlanta Chamber, and Co-Founder, Association of Asian Healthcare Leaders



Ben Anderson, MHA, FACHE,
Executive Leader, St. Joseph's / Candler Health System



Aiyana Cottman, Vice President, Specialty and Telemedicine Operations, Grady Health System



Ajay Dhawan, MD, FACHE, Chief Office/Specialty Care, VA Health Care



August 21 Pre-Event • August 22 All-Day
Chattahoochee Tech Appalachian Campus - Jasper



Summit North will be held at Chattahoochee Tech Appalachian Campus, Jasper.



Pre-Event Networking is on August 21 at [Reformation Brewery](#) in Canton and is included in the registration fee.

Sponsorship Opportunities

There are several opportunities to sponsor events at Summit South.

[Click here](#) for full details.

Registration Fees:*

ACHE Members: \$100

Non-Members: \$125.00

Students: \$50.00

*The full registration fee includes the August 21 networking event.

[Click here to learn more and register.](#)

Call for Nominations for the 2025 ACHE of Georgia Board Slate of Officers

Are you an active member in good standing with ACHE and ACHE of Georgia? WE NEED YOU! Be a part of leading ACHE of Georgia into the future and choose to serve!

Slate of Officers for Nomination:

1) President: The candidate must be certified in healthcare leadership holding the ACHE designation of FACHE.

(Note: Typically, the position of President is not included in the call for nominations since the Vice President automatically succeeds to the office. However, since our current Vice President is filling a vacated position, automatic succession does not apply, and both positions must be included on the slate for the election.

2) Vice President: The candidate must be certified in healthcare leadership holding the ACHE designation of FACHE. The Vice President will automatically succeed to the office of the President and Chair of the Nominating Committee.

3) Secretary: Serving as the Secretary to the Board of Directors, this position is the record keeper of the ACHE of Georgia corporate records and membership. Provides notices, prepares and signs minutes, and assists with interpretation of bylaws. The candidate should be organized with timely follow-through.

4) Treasurer: The successful candidate shall be knowledgeable in basic accounting principles. The Treasurer has oversight of the financial matters of ACHE of Georgia, shall receive and distribute funds, submit monthly financial reports, and work in collaboration with our accounting firm to prepare and preserve proper financial and tax records.

5) Members at Large (eight positions): Members at Large are elected to serve on the Board of Directors. Members at Large serve as advisors to the board, are representatives of the membership and serve in various positions such as Chair of the Programs Committee, Membership Committee, Communications Committee, and other committees.

How to Submit a Nomination:

Candidates should email an application to ACHE of Georgia Vice President Lindsey Petrini, FACHE, (lindsey.petrini@yahoo.com) that includes the following:

1. Resume or Curriculum vitae
2. A brief statement on your desire and commitment to serve
3. Two letters of reference

Deadline for Board Nomination Submission: August 5, 2024

Submit Nominations to: Lindsey Petrini, FACHE, Vice President of ACHE of Georgia, at lindsey.petrini@yahoo.com.

Our 2025 Board slate will be elected at our November 7 Annual Business Meeting and lunch and learn at Maggiano's.

ACHE of Georgia Nominating Committee:

- Jon-Paul Croom, FACHE President
- Lindsey Petrini, FACHE, Vice President
- Angela Henry, FACHE, Immediate Past President
- John Kueven, ACHE Regent for Georgia
- Trevor Brand, MSHA, FACHE, Board Member at Large and D&I Committee Chair

Have a particular interest in serving on a committee?

Please let us know as we would love to have you join us. Current committees include Career Development, Communications, Diversity and Inclusion, Fellow Advancement, Membership Growth and Satisfaction, Physician Executives, Programs, Clinician Executives, Senior Executives, and Sponsorship. [Click here](#) to view descriptions of each committee and submit your application for committee membership.

Regent's Message

Greetings ACHE of Georgia Members!

I have been debating what to focus on for my Regent message, and I can't escape the notion of sharing the incredible amount of events, learning, networking, and development coming this summer. In fact, this should be **THE SUMMER OF LEARNING AND CAREER DEVELOPMENT**. Check out what is going on:



John Kueven, FACHE

ACHE Atlanta Cluster: At this event, there will be a TON of great opportunities for learning. Everything from education clusters focused on one of the biggest challenges and hot topics, the well-being of our team (led by Jason Lesandrini, FACHE—one of my favorite leaders and speakers — I guarantee you will not regret the time spent with him) to revenue cycle management, there are literally educational clusters for everyone. You can earn ACHE In-Person Education credits and hear from some of the industry best, all right in Atlanta.

ACHE of Georgia: In addition to the opportunities from ACHE, there are some incredible offerings from our local ACHE Chapter. This summer we will cover Innovation, Empowering Excellence, and Process Improvement with everything from Virtual Interactive credit opportunities to [Summit North](#) in Jasper on August 22.

All these opportunities can set you up to fulfill key requirements for becoming a Fellow in the American College of Healthcare Executives. Becoming a Fellow demonstrates commitment to the Healthcare Executive profession and is the gold standard of board certification for all healthcare leaders. As a Fellow and senior leader, I can attest to the importance of taking the steps and dedicating yourself to becoming a Fellow. It has been an invaluable board certification for my career, and I know you won't regret earning the prestigious designation.

As always, I am here to help. If you have any questions about ACHE or if I can support you in your journey to becoming a Fellow, please do not hesitate to reach out. Make this summer about development and learning. What can you learn and accomplish?

Warmest Regards,

John Kueven, FACHE
Regent for Georgia
John.Kueven@nghs.com

Volunteers Need for Clinician Executives Committee

Our Clinician Executives Committee, formed last year, is looking for volunteers to serve on the committee. The committee develops free education programs — both virtual and in-person -- designed for early careerists and experienced clinician professionals interested in expanding their leadership skills in healthcare.

If you would like to be involved in planning educational programs for clinician executives, [click here](#) to learn more and complete an application.

ACHE of Georgia Accepting Applications for Academic Scholarships — Deadline Is September 3

This Fall ACHE of Georgia is offering three \$2,500 Academic Scholarships to students pursuing healthcare-career-focused graduate degrees. Scholarship funds may be applied toward tuition and books.

The mission of the scholarship program is to facilitate professional development for healthcare leaders in the state and prepare them to shape local, regional and national healthcare management practices.

Application materials must be received by 10:00 pm on **September 3, 2024**. Application materials must be submitted electronically via our [online application](#). 2024 Academic Scholarship recipients will be notified by the end of October 2024.

[Click here](#) to learn more and apply.

Upcoming Events

Upcoming Events:

- August 1, 12:00 PM to 1:30 PM** — “Strategically Mapping Your Early Career Development,” ACHE of Georgia virtual interactive program via Zoom. 1.5 hours of ACHE Virtual Interactive Credit. Limited to 90 registrants.
- August 22, 9:00 AM to 2:30 PM** — ACHE of Georgia Summit North, Chattahoochee Tech in Jasper. A full day of educational programming. Pre-event networking on August 21 in Canton. 3 hours of ACHE In-Person Education Credit and 1 hour of Qualifying Education Credit. [Learn More or Register Now](#)
- September 5, 5:30 PM to 10:30 PM** — ACHE of Georgia Senior Execs on Deck at Truist Park, Braves vs Rockies, by invitation only. More details soon.
- September 18, All-Day Event** — Health Connect South, Georgia Aquarium. ACHE of Georgia is a Community Partner of this event and is hosting a panel with 1.5 hours of ACHE In-Person Credit. A 20% discount is available for members. [Click here](#) to register with the preloaded discount code.
- October 17, 12:00 PM to 1:30 PM** — “Successfully Leading Change in Healthcare Organizations,” ACHE of Georgia virtual interactive program via Zoom. More details to come.
- October 21-23** — 2024 ACHE Atlanta Cluster, Omni Atlanta Hotel
- November 7, 11:30 AM to 2:00 PM** — In-Person Lunch and Learn and Annual Business Meeting at Maggiano’s.
- Register for Events at** www.acheofgeorgia.org/events

Approved for 1.5 Hours of ACHE Virtual Interactive Credit!



August 1, Noon to 1:30 PM ET Via Zoom

Join us via Zoom on August 1 as our panel of experts discusses, “Strategically Mapping Your Early Career Development.” And earn 1.5 hours of ACHE In-Person Education credit!

Registration is limited to 90, and the deadline is July 30.

Strategically Mapping Your Early Career Development

Moderator

Panelist

Panelist

Panelist

Social Media



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Registration



Join Us for Summit North!

August 21 Pre-Event Networking in Canton

August 22 All-Day Program in Jasper

3 Hours of ACHE In-Person Education Credit

1 Hour of Qualifying Education Credit

THE FUTURE OF HEALTHCARE: FROM PAPER CHARTS & MISSING BLACKBERRIES TO ADVANCED ARTIFICIAL INTELLIGENCE

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Featured Speakers:



Edward Lai, Senior Manager, Life Science, Digital Health, Metro Atlanta Chamber, and Co-Founder, Association of Asian Healthcare Leaders



Ben Anderson, MHSA, FACHE, Executive Leader, St. Joseph's / Candier Health System



Alyana Cottman, Vice President, Specialty and Telemedicine Operations, Grady Health System



Ajay Dhawan, MD, FACHE, Chief Office/Specialty Care, VA Health Care

Pre-Event Networking August 21 at Reformation Brewing in Canton



Sponsorship and Exhibit Opportunities Available

Social



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Register



ACHE of Georgia Event Highlights



ACHE of Georgia President Jon-Paul Croom, FACHE (right), introduces our panel at the May 16 lunch and learn.



Trevor Brand, FACHE, Sepi Browning, FACHE, Jon-Paul Croom, FACHE, and David Lluberres at our June 20 networking event.



We had a great turnout at the June 20 joint networking event with Georgia HIMSS and Georgia HFMA.



Lots of fun networking at Scofflaw Brewing on June 20.



Having some fun posing with Scofflaw Brewing's mascot.



Making great connections at the June 20 networking event.

Mitigate Risk in Your Emergency Department

By [Dawn Isaacs](#), RN, Senior Manager, [Health Care Consulting Practice](#) and Pat Oungpasuk, Manager

A version of this article was published in the January 2024 edition of Healthcare News.

In the post-pandemic world, the health care system remains at or over capacity, leaving many organizations struggling with how to meet patient demand. Some of the primary issues plaguing the system include:

- An aging population
- Exacerbation of acute health conditions
- Lack of access to primary care providers and urgent care
- Staffing issues that includes shortages, turnover, and burnout

The emergency department (ED) is an open door for those in need of health care, and overcrowding has become the norm.

Overcrowding inside the ED causes additional risks for a health care organization, including lack of quality and safe care, regulatory violations, patient dissatisfaction, low staff engagement, physician dissatisfaction, and more.

Throughput and Left Without Being Seen

One key issue that causes EDs to be overcrowded is throughput within the department. Throughput in an ED is defined as time of arrival to time of dismissal—and the key driving metric within that timeframe is *door to doctor*. Simply, how long after a patient arrives at the ED does it take for the provider to perform their first evaluation?

The current national average for time patients spend in the ED prior to discharge is approximately 180 minutes, with leading practices closer to 150 minutes. This number can be slightly different based on the organization's annual number of visits. However, often organizations that successfully manage their ED length of stay can mitigate some of the risk of overcrowding.

Another risk caused by overcrowding in the ED is patients that leave prior to being medically screened by a provider or before their treatment is complete. This can cause two issues:



- The patient didn't receive the necessary treatment and will likely return at a different time—possibly more acutely ill than on first arrival
- The patient receives treatment at a different health care facility and left without being seen (LWBS) or evaluated by a provider

In addition to serious health implications and consequences to the patient, these scenarios can also have a significant financial impact to the organization if the exacerbated illness requires a longer length of stay (LOS) and potentially damage the organization's reputation.

Solution: Evaluate Your LOS Metrics to Uncover Improvement Opportunities

One of the potential solutions to improving an ED's LOS and LWBS rate is to evaluate the metrics related to LOS. Suggested data elements to review include:

- Arrival to triage
- Turnaround times for both laboratory and radiology
- Length of time for other specialty consultants to arrive
- Total time to complete the triage process
- Arrival time to first provider order

Focusing on these improvement opportunities would also require a review of workforce and labor to ensure staff are scheduled appropriately at peak times. Additional workflows to consider include assessing use of provider in triage, nurse standing orders, and the fast track process.

(continued on next page)

Mitigate Risk in Your Emergency Department (continued)

Boarding

Inpatient ED holds, or boarding, also plays a significant role in overcrowding inside the ED. Patients not yet admitted and waiting for an empty bed are often held in the ED. In some organizations, patients may wait longer than 24 hours and at times will be discharged from the ED, having never received a bed. Staffing, continuity of care, and space are the underlying risks when ED boarding issues occur in long intervals.

Solution

To mitigate boarding issues, organizations should review ED admission rates by specialty in their organization and compare those rates to the national rate—approximately 22%.

Organizations should also ensure their hospital has a surge capacity plan that proactively aligns nursing units and ancillary departments when the ED is at high volume. Some examples of the surge plan include:

- Laboratory and radiology departments sending an additional staff member to the ED during times of high surge
- Inpatient nursing units picking their admitted patient up from the ED instead of ED staff leaving the department to transfer patients

As throughput metrics within the ED improve, incidental improvements will also occur with patient satisfaction, staff satisfaction, and a decrease in number of patient grievances.

For long-term and sustainable success, ED physicians, hospital leadership, and staff within the ED all need to be involved to drive the solutions and implement change. Active team members should monitor these metrics closely and evaluate on a routine basis to ensure the organization is not at risk and able to provide timely care to those in need.

We're Here to Help

To learn more about mitigating risk in your ED, contact your Moss Adams professional.

Additional Resources

[Health Care Practice](#)

[Hospitals and Health Systems Services](#)

[View This Article on the Web](#)

Note: [Moss Adams](#) is an ACHE of Georgia Annual Platinum Sponsor.

**Applications Due
September 3!**



ACHE of Georgia's 2024 Academic Scholarships

This Fall ACHE of Georgia is offering three \$2,500 Academic Scholarships to students pursuing healthcare-career-focused graduate degrees. Applications are due September 3.

Visit acheofgeorgia.org to apply or scan the QR code.

Social Media



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Application



Our Toastmasters Club Is Offering a Student Scholarship

ACHE of Georgia's Toastmasters Club is offering a student scholarship to cover annual club membership dues. Thanks to Marion Spears Karr, FACHE, and his firm [InFlow Executives](#) for sponsoring the scholarship.



Toastmasters lets you practice public speaking, improve your communication, and build leadership skills. It's also a great way to network with your colleagues in healthcare.

The Club meets via Zoom on a biweekly basis. ACHE of Georgia members are invited to attend a session as a guest and be a part of the club. [Click here](#) to learn more.

Membership Report (Since April 12, 2024)

Fellows Recognition and New Members

New ACHE Fellows:

Congratulations to these ACHE of Georgia members who achieved their **Fellow of ACHE (FACHE)** credential since our last newsletter. Please take a moment to congratulate your colleagues for their commitment to advancing their healthcare careers:

- Dalita Davis, DNP, FACHE
- Shari McDowell, DPT, FACHE

We recognize the following members who recently recertified their Fellow status:

- Bobby Ryan, FACHE
- Jerry Tillery, FACHE
- Kem M. Mullins, FACHE
- Lt Col Kevin A. Kirchgraber, FACHE
- LTC Jeffery K. Blackwell, FACHE
- MAJ Kathryn L. Buckland, FACHE
- William R. Love, FACHE

FACHE

Fellow of the American College of Healthcare Executives
The Distinction of Board Certification

If you are interested in learning how to become an ACHE Fellow, [click here](#) to view information on ACHE's website.

Public Service Opportunity this Fall

Do you need public service hours to apply for or maintain the Fellow designation? Our Fellow Advancement Committee has arranged a volunteer day at MedShare on September 28 from 9 AM to Noon. [Click here](#) to learn more and sign up.



Prepare for the Board of Governor's Exam with ACHE of Georgia's Prep Class Archive

ACHE of Georgia's 2023 Board of Governors Exam Tutorial and Review course was presented over 5 weeks last fall. The class covered all 10 BOG exam topic areas. To help our members prepare for the Board of Governor's Exam, we're offering an archive of all the study materials presented in these sessions for \$50.

Archived materials include links to videos of speakers' topic presentations and slide decks, class videos, quizzes, and quiz answer keys

Scan the QR Code Below for More Information

Social Media



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More Info



Membership Report *(Since April 12, 2024)*

ACHE of Georgia welcomes the following new ACHE members and members who have transferred to the chapter since No-

- Annalisa Abell
- Emmanuel Anzele
- Sally Arnold, APRN, NP
- Joyce Barlow
- Zachery Becker
- Heather Bishop
- Alissa Blevins
- CMSgt Shawntelle Boston
- Damon Brooks, MBA
- Rae M. Bullard
- Kelley Carroll
- Gina Copeland, BSN
- Jennifer L. Crabtree, BS
- Robert Crosby, III
- Robert Cumbie, PharmD
- Emily Dennin
- Ryan Echols, MBA, RRT
- Morgan Edmondson
- Wendy Elliott, MSN, MBA
- LTC Maria C. Espiritu, PMP
- Samuel Floyd
- Dorey Ford
- Jennifer Fox
- Mallory K. Freeman, JD, MHA
- Chantal Fremont
- Sharon Giles, SHRM-CP
- Paul Gupta
- Kimberly M. Hemphill
- Roslyn Holmes
- Michael Howell
- Amanda Johnson
- Daesha Johnson
- Gairy Johnson
- Kelvin B. Johnson
- Brooke Johnson
- Bryan Jones
- Shanda Jones
- Ryan P. Joyner, PhD, MPH
- Shabreka S. King, MBA
- Stephen T. Kozee
- Marsha Lawrence, PhD
- Christopher J. Maier
- Kyle Marshall
- Erin D. Martin
- Katherine Martin
- Randy McClain, DNP, RN, NEA-BC
- Trena McIntyre Weeks
- Hanna McLeod, MBA
- Kevin R. Moore
- Eunice Mulenda
- Camilla A. Mullins, RN, MSN
- MaDonna A. Murphy
- Liam T. Ngo
- Claire Nichols
- Cheryl Nieves, DNP
- Emily M. Nix
- Aishat Okunuga
- Latonya Oneal
- Susan Osborne
- Gautami Patel
- Vanessa Y. Payne
- Cassandre m. Perard, DO
- Melisa A. Peters, RN, BSN, MHA
- Cliff M. Rimpel
- Elizabeth Robinson
- Sergine M. Romeus
- Gaurav Saxena, PT, DPT, MBA
- Erin K. Seabrook
- Christen Sever
- Zachary Silas
- COL Angela M. Simmons
- Jessica C. Smith, PhD
- LaShawnda Smith
- Michael Spoerri, MPH
- Paula H. Thompson, BSN
- Jason Velasquez, MD
- Brandan Wormsbacher, MD

New Member Spotlight



***Dorian Johnson, Senior Biomedical
IT Consultant, Oracle***

[Dorian Johnson](#) joined ACHE and the Georgia chapter in November. He is Senior Biomedical IT Consultant at Oracle.

Dorian streamlines operations for clients by delivering comprehensive services encompassing integrated technology deployments, including hardware, software, and clinical workflow consulting. He spearheads collaborative efforts in guiding clients through the successful implementation of electronic health records (EHR) systems across a range of Federal and Commercial hospitals.

"In a nutshell, I make technology easier for technology illiterate people to use and understand," said Dorian. "Most medical professionals on the floors hate technology. Those are the ones I like to try to ease the hate by understanding them and their issues and helping them work through the issues if they will work with me."

[Click here](#) to view Dorian's LinkedIn profile.

Thank You to ACHE of Georgia's 2024 Sponsors

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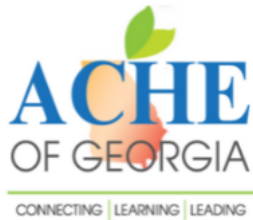


Silver Sponsors



Find Out More About ACHE of Georgia Sponsorship

If your organization is interested in becoming an ACHE of Georgia sponsor, visit our sponsorship page at <https://acheofgeorgia.org/sponsors/>



ACHE of Georgia Social Media: Connect with the Georgia Healthcare Community!

ACHE of Georgia offers several ways to connect with your healthcare colleagues through social media. Options include LinkedIn, Facebook, Instagram and X/Twitter. To join any of our social media groups, scan the QR code or visit **www.acheofgeorgia.org/social**.



CALL FOR CONTENT

Content submissions to the ACHE of Georgia newsletter are for reviewed for appropriateness by the Communications Committee. Please send your contributions, including articles, news, member accomplishments and photos to bruce.lloyd@gmail.com, no later than close of business by the 20th day of the last month of each quarter (March, June, September, December). Approved submissions made after this date will be placed into the next newsletter.

Please note that ACHE of Georgia reserves the right to reject submissions that are not consistent with the goals and purposes of the organization. Articles that endorse or appear to endorse specific products, businesses, services, and are self-promotional or advertorial will not be accepted. Subjects that are appropriate deal with healthcare industry news (national and local), career management, leadership, mentoring, diversity and other professional topics. If you are not sure, please ask.

Articles submitted for the newsletter must be relevant to professional development or healthcare administration. Please format content in a Microsoft Word document, left justified, and be 1-2 pages in length. The content of the article must include: title; name of the author; the source the article was obtained from; full URL that links to the article (if applicable). Please submit photographs as email attachments in JPG file format. Please do not embed photographs in your article text. Provide name and affiliation of any person shown in photographs along with a brief caption. When using a reprint article, please provide credit to the author and/or obtain permission to use the article before submission.

ACHE of Georgia reserves the right to edit, change or omit certain content (including photographs) because of length, style, relevance, or simply due to lack of space as deemed appropriate.