



GEORGIA ASSOCIATION
OF HEALTHCARE EXECUTIVES

CONNECTING | LEARNING | LEADING

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Newsletter – Winter 2018

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PRESIDENT'S LETTER

Happy New Year to you and your loved ones!

I tell people frequently that there is no better vocation than to work in healthcare. Those of us who work in this industry get the opportunity to be a part of the team that helps others at some of their greatest levels of need, vulnerability and joy. As such, we have an amazing opportunity to make a tremendous and positive impact on their lives. Additionally, our patients and customers may not understand all that is happening around them, but they will not forget how we made them feel about us and themselves.



I feel very similarly about the opportunity to serve as the President of GAHE in 2018. The winds of change are swirling around us as healthcare leaders, and we are all leading our organizations in uncertain times and periods where needs abound. I believe that the GAHE team is positioned well to be able to deliver on the promise of helping our members in these times of need and happiness. I'm humbled to be able to serve in this role, and the 2018 Board stands ready and willing to address the challenges of tomorrow, encourage each of you in your endeavors and support your decision to work in this industry.

As we look forward in 2018, I am fortunate to be able to report that our organization is strong, well-regarded on the national stage and positioned well for further growth in the new year thanks to the expertise, commitment and hard work of those in leadership positions. This group includes GAHE Board Members, Committee Chairs, Advisors and Committee Members that worked so hard in 2017 and years prior. In particular, Mary Germann, FACHE, our 2017 President, put in countless hours and did a great job focusing the organization on meeting our targets and then setting strategies and tactics in place to achieve those metrics.

Speaking of those metrics, you (our membership) have reported above-average levels of satisfaction, we exceeded our goal of converting Members to Fellows, and far surpassed the goal of offering educational hours to our membership. I believe that our biggest challenge in 2018 will be to continue to grow the membership rolls of our chapter and will direct you to our new 'GAHE By the Numbers' dashboard to track our progress each quarter.

I want to highlight a few of the upcoming events where I'll look forward to seeing you:

- GAHE's January 18, 2018 Meeting where we'll be discussing the Baldrige Award, at Maggiano's in Buckhead/Atlanta
- GAHE Kick-Off Event for those enrolled in the Mentorship Program: January 24, 2018 in Atlanta

- Healthcare Systems Process Improvement Conference (partnership between GAHE and the Society for Health Systems): February 21 – 23, 2018 at the Grand Hyatt in Buckhead/Atlanta
- ACHE Congress on Healthcare Leadership: March 26 – 29, 2018 in Chicago

Lastly, if you have any questions and suggestions of how to make GAHE a better organization, please don't hesitate to reach out to any of the board members or email me at slocum.timothy@navicenthealth.org. We want to hear from you and ensure that we are striving to continually improve our great organization.

On behalf of the GAHE Board of Directors, our hope is that you and your loved ones have a happy new year and ring in 2018 with a renewed sense of passion and joy for helping others!

Leading together,

Timothy A. Slocum, FACHE
2018 GAHE President

MEMBER NEWS

GAHE 2018 Officers and Board

Congratulations to the following Officers and Board of Directors of GAHE who were elected at the November 16, 2017 Annual Meeting:

President: Timothy A. Slocum, FACHE, CSSBB - VP System Support Services, Navicent Health

Vice President and President-Elect: Callie Andrews, MBA, MSHA, FACHE - Chief Operating Officer, Wellstar Cobb Hospital

Secretary: Marlene Sidon, MSHSA, FACHE – Director, Piedmont Healthcare

Treasurer: Bryant Cornett, FACHE, SIOR, LEED AP – President, DTSpade SRE, LLC

Immediate Past President: Mary Germann, MN, FACHE, SFHM - Assistant VP, HCA Physician Services

Member At Large: Ty Bozkurt, MBA - Assistant COO & Director Telemedicine, Burn & Reconstructive Centers of America

Member At Large: John W. Henson IV, MD, MBA, FACHE - Chief of Oncology Services, Piedmont Cancer

Member At Large: Matthew S. Jernigan, MBA, FACHE - Senior Manager Business Operations, Emory Healthcare

Member At Large: Bobby Ryan, MBA, FACHE - Chief Growth Officer, ApolloMD

Member At Large: Lynne Scroggins, MHA, FACHE - VP Strategic Community Development, Wellstar Atlanta Medical Center

ACHE Regent for Georgia (Board Member *ex officio*): J. Larry Tyler, FACHE, FHFMA, CMPE - Chairman & CEO, Practical Governance Group

A very BIG thank you to our outgoing 2017 officers, board, advisors, committee and task force chairs, and volunteers who served GAHE this past year. You made it a fantastic year of service to our members!



New 2018 Board (l-r) Larry Tyler, FACHE, John Henson, FACHE, Ty Bozkurt, Bryant Cornett, FACHE, Marlene Sidon, FACHE, Callie Andrews, FACHE, Tim Slocum, FACHE, Matt Jernigan, FACHE

Member Awards presented

Regent's Awards – Congratulations to the following GAHE members who were selected by our ACHE Regent, Larry Tyler, FACHE, for the 2017 Regent Healthcare Executive Awards. These awards recognize ACHE members who are experienced in the healthcare field and have made significant contributions to the advancement of healthcare management excellence and the achievement of ACHE's goals.

- **Bryant Cornett, FACHE** - *Senior Level Healthcare Executive Award*
Bryant is President of DTSpade SRE, LLC and member of GAHE for 9 years. He has served GAHE in many capacities over the last several years including Board Member at Large and chairman of Programs, Senior Executives and Joint Programs Committees, and is Treasurer for 2018. In addition he has led his companies to ten years as GAHE Corporate Sponsors.
- **Taylan Bozkurt** - *Early Career Healthcare Executive Award*
Ty is Assistant COO & Director of Telemedicine for Burn & Reconstructive Centers of America and member of GAHE for 2 years. While he has been in the Georgia area for a relatively short time, he has been an active contributor to our chapter through his chairmanship of the Member Relations Committee and has led development of several new initiatives benefiting all our members including additional BOG Exam tutorials, community service opportunities, and the new GAHE Mentorship Program.
- **Bobby Ryan, FACHE** - *Early Career Healthcare Executive Award*
Bobby is Chief Growth Officer for ApolloMD and member of GAHE for 10 years. He has served GAHE for several years as Board Member at Large and co-chair of our Programs and Sponsorship Committees.



Larry Tyler, FACHE presents the awards to Bryant Cornett, FACHE...



... and to Ty Bozkurt

ACHE Service Recognition Program

Photo – Marie Cameron, FACHE (center) receives 3 Star Fellow award, with Mary Germann, FACHE and Larry Tyler, FACHE

This year we honored six outstanding GAHE members who have provided leadership and volunteerism within ACHE. The ACHE Recognition Program celebrates members' commitment to the healthcare management profession. Through this program, ACHE members earn points for volunteer activities at both the local and national level. You can learn about these awards and how you also can earn this recognition at ache.org/abt_ache/awards/acherecognition.cfm. Those honored this year were:



- **Donald Avery, FACHE**, President & CEO, Fairview Park Hospital - Exemplary Service Award (3 Star Fellow)
- **Marie Cameron, FACHE**, MSHA Faculty Director, Health Administration, Georgia State University Robinson College of Business - Exemplary Service Award (3 Star Fellow)
- **John Hauptert, FACHE**, President & CEO, Grady Health System - Distinguished Service Award (2 Star Fellow)
- **James Dennard Jr., FACHE** - Distinguished Service Award (2 Star Fellow)
- **Stephan Davis, DNP, FACHE**, Director of Academic Partnerships, WellStar Health System - Service Award (1 Star Fellow)
- **Taylan Bozkurt**, Assistant COO & Director of Telemedicine, Burn & Reconstructive Centers of America - Service Award (1 Star Member)

GAHE begins new GAHE Mentorship Program

GAHE is excited to announce it has launched a new Mentorship Program. The GAHE Mentorship Program was designed in response to our commitment to the leadership development of our members and to support the professional growth of our existing and future healthcare leaders. The goal of the Mentorship Program is for participants to commit to the mentoring experience, providing all interested members with opportunities to learn and grow and make a lasting contribution to the healthcare field. Through partnerships with other local healthcare professionals, professional development will be fostered, knowledge of industry issues will be enhanced, and the value of and participation in ACHE will be promoted.

Registration for the program was held in December with an overwhelmingly positive response. Our Mentorship Committee is contacting each mentor and mentee in January and all will attend the Kick-off Evening event on January 24.

For those who may be interested in future mentorship either as a mentor or mentee, we plan to offer this program again, with next year's Mentorship program slated to kick off in fall 2018, please watch for announcements during this summer.

MEMBERSHIP REPORT *(fourth quarter 2017, as of publication date 12/29/17)*

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

Daryl A. Sanford, FACHE
James D. Forstner, FACHE
Garth G. Miller, FACHE
James Proctor, FACHE
James J. Childre, Jr., FACHE
Dustin T. Diggs, FACHE
Steve A. Kargas, MD, PhD, FACHE
Jennifer Strahan, FACHE

We also congratulate these **Fellow Designate members** who recently passed the Board of Governors Examination in Healthcare Management and are well on their way to earning the distinction of board certification in healthcare management:

Matthew T. Enright, John H. Williams, Boykin Robinson, MD.

And we congratulate the following **members who recently recertified their Fellow status**:

Roger D. Forgey, RN, FACHE, Jonathan M. Baker, FACHE, Lori L. Cassidy, FACHE, Linda A. Cole, FACHE, Hugh S. Kroell, Jr., FACHE, Patrick B. Staples, FACHE, Dana F. Doles, FACHE, Violet L. Graham, FACHE, Mark Haney, FACHE, Clint Harper, FACHE, Julia H. Jones, FACHE, Susan L. Robbins, FACHE, Howard W. Sepp, Jr., FACHE, Erin M. Smith, FACHE, Rebecca Troyer, DHA, FACHE, Audrey Collins-Mack,

RN, FACHE, Thomas A. Crawford, FACHE, Ajay Dhawan, MD, FACHE, Bradley S. Rustan, FACHE, Sherrill Snuggs, FACHE

We welcome the following new members of ACHE in the GAHE chapter and hope to meet you soon at one of our events:

Grant C. Lynde, MD, Anne M. Bennett, DNP, Laura Calhoun, Maureen Eckard, Laura A. Friday, DHA, Todd Garlitz, Zach Germann, PharmD, Terika Jarrett, Michele Jordan, Sharmilee P. Joyner, Arlene Lester, DDS, Harold Oglesby, Africa Okoro, Darren R. Pearce, Kimberee P. Phelps, RN, Jeremy Pyles, Stephen Ramsey, Carmen Sessoms, John A. Shivdat, DO, Linda D. Smith, Kyle S. Wiederhold, Tirizia York, PhD, Addie Ackerson, James Edmondson, Deborah K. Green, Ursula A. Lunce, Erin E. Masterson, Ellen Parham, Bill Scott, Diane Smith, Charta D. Thompson, Monte Wilson, Suzanne Barkley, RN, Sana B. Bruno, Caden Carter, Michelle Cox-Henley, DNP, RN, Valerie David, Clay Holmes, Matthew W. Hughes, Camille A. LoCoco, Chad A. Lovett, Frank Mascarenhas, Kapil Raj Nair, Melissa Rampal, MD, Benjamin J. Scarbrough, Julie Stebbins, Talia S. Wyllie, Abdur-Rahman Zreba

FACHE: LEARN. EARN. SHARE.



New Fellows receiving their pin at the November 16 Annual Meeting – Garth Miller, FACHE...



...and Jimmy Childre Jr., FACHE – pinned by GAHE President Mary Germann, FACHE

Making Strides towards Advancement – Becoming a Fellow of the ACHE

*By GAHE Member Vindali Vartak, BDS, MBA, MHA (FACHE – March 2018)
Senior Director Advanced Analytics, Change Healthcare*

Early in 2016 I decided to pursue fellowship with American College of Healthcare Executives. Being in the healthcare industry for almost 11+ years with 5 years in leadership role, and with MBA & MHA credentials to back my experience, I felt this was the right time to move

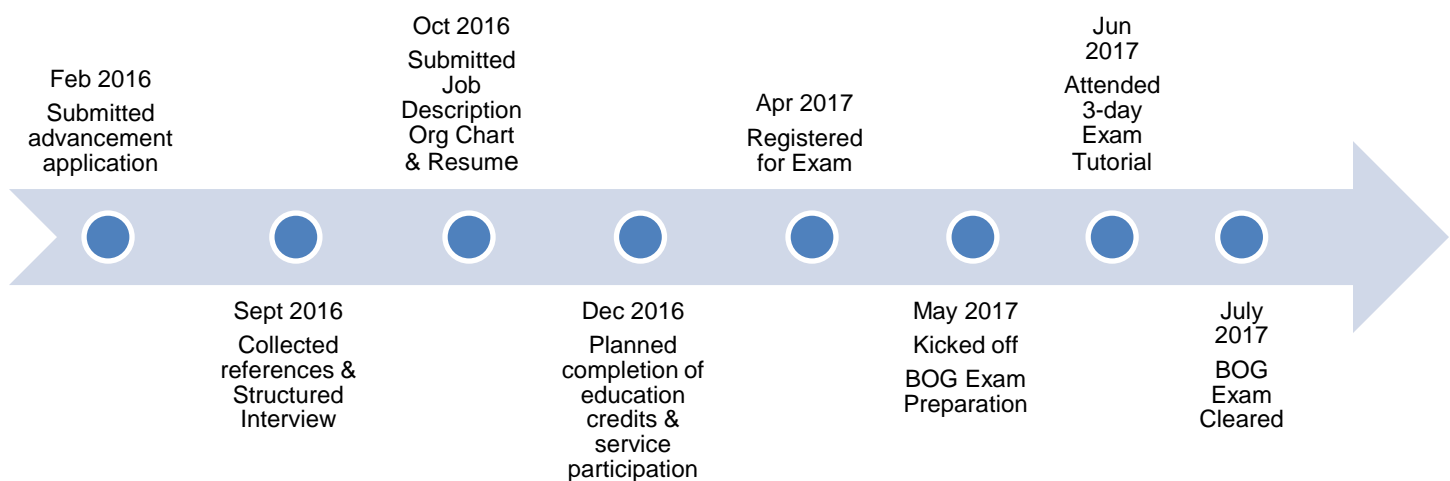
FACHE
Fellow of the American College of Healthcare Executives
The Distinction of Board Certification

towards further advancement.

Wikipedia defines a fellow as a member of a group of people who work together to pursue mutual knowledge or practice. Personally, it meant commitment to the profession I had chosen and to lifelong learning in addition to signifying my expertise and experience in the chosen domain within the industry. So began the journey!

After assessing eligibility requirements to kick off the process, – namely 5 years ACHE Membership, a Master’s degree, 5 years in leadership role and enough ACHE Education Credits –I started the application process. Steps and timeline of my process is in the chart below.

Chart 1: Timeline & Steps from the time of application submission to Board of Governor’s (BOG) Examination



[Ed. Note: Ms. Vartak’s Fellow process was completed under the ACHE Fellow Application requirements as existing prior to 2017. ACHE now requires **all qualifications** including references, employment documentation, education credits and service hours to be complete at the time of submitting the Fellow Application. Please see complete details at www.ache.org/FACHE .]

After registering for the Board of Governor’s (BOG) Examination, I had 90 days from the date of registration to prepare for and take the examination. Reflecting on my preparation, I believe below were most beneficial to me in passing the examination.

- 1) Having broad industry experience & knowledge
- 2) Focused review on subject matter areas where knowledge and experience were lacking
- 3) Understanding test-taking strategy

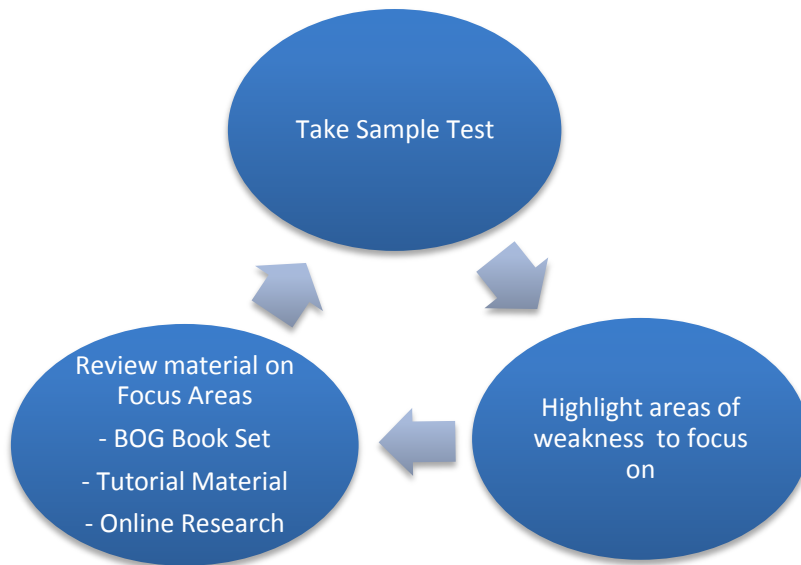
I started with taking the sample question set test provided by ACHE online. Much of the real-world knowledge, experience and general upkeep with current industry updates helped with most of the answers. Scoring the sample test helped assess sections that I needed further review on. The sample test also helped navigate the test process and style and established the context for preparation.

I then started scanning the exam set of three books recommended by ACHE, mostly focused on the book ‘The Well-Managed Healthcare Organization’. At least 30 minutes

per day to review a section or chapter of the book kept the material manageable and practical. A month prior to the actual exam, I had the opportunity to attend the 3-day in-person tutorial organized by GAHE (Georgia's chapter of ACHE). The tutorial covered all topics and the material holistically. The review led by local industry experts and leaders included practice test questions and summary presentations that touched the critical aspects of each topic. One of the key benefits of the tutorial was understanding how questions were composed and learning how to analyze the multiple choices – essentially the test-taking and answer-selection strategy. Thinking globally, most inclusive (instead of setting/region/section specific) seemed to be the key to responding to most questions.

After the tutorial, I focused on reviewing the tutorial material and sample questions provided during the tutorial. I retook the practice test and further narrowed areas that needed better understanding. The 3-4 days prior to the test, I focused on reviewing the weak areas.

Chart 2: Board of Governor's Exam Preparation Strategy



The Board Examination is 230 questions covering 10 knowledge areas. Candidates have 6 hours to take the test. I took the computerized version and found the process to be simple, the format intuitive, and the immediate scoring a real advantage. The time was sufficient to complete and review the answers as also to go back and reassess marked questions.

Though I didn't have the opportunity to utilize other resources, ACHE and its local chapters offer multiple options including study groups, online webinars, tutorials, and other materials to help prospective fellows. Advancement Information Sessions are a great way to get the full picture of the requirements upfront and assess the commitment needed. This session can be very valuable in putting the exam in context with the overall advancement process.

After clearing the exam, I focused on ensuring I met the remaining requirements, including 36 credit hours in education credits with at least 12 in Face to Face education.

I took the opportunity to attend ACHE's Leadership Development Program in Chicago. This program gave me almost 19 credit hours in Face To Face education that I could leverage towards my fellowship requirements. However, to me the most beneficial part of this program was the multiple self-assessments & 360-degree assessment ranging from personality type and emotional intelligence to leadership style. The expert-led discussions within a small cohort of 16 professionals from across the industry and nation, made for a unique learning experience.

Outside of the education credits, ACHE also emphasizes that fellows be active in community service. The local chapters provide some opportunities in this area – whether it is volunteering for the chapter or participating in a community activity organized by the chapter. Outside of this, any volunteer efforts you may be involved can be added towards the community service requirements.

"Becoming a Fellow has been a game changer for me. It's changed the way other Fellows view me and my counsel, because they know the gauntlet I've run to get it" says W. Bryant Cornett, FACHE, SIOR, LEED AP, President, Dudley Thomas Spade SRE, who recently acquired his FACHE.

Though the process and time commitment may seem rigorous to a prospective fellow, it is key to appreciate that each requirement ensures the Fellow is well-rounded in experience, education, knowledge, commitment to the profession & the professional society and also involved in giving back to the community. ACHE, via its local chapters and Annual Congress, provides context, material and opportunities to learn and pursue the advancement. In addition, ACHE.org gives you tools to track all your activities, credits and milestones within your membership account. Every individual learns differently, so understanding your areas of focus and planning to work on them needs a personalized approach. With proper planning and commitment to the plan, it is a manageable process and also a fulfilling & learning experience in addition to the professional recognition it brings.

As Kevin F. Weeks, FACHE, Director, Strategic Marketing for Change Healthcare puts it, "For anyone considering becoming a Fellow, I would urge them to do so. Not only are Fellows recognized in the industry as having a deep, broad understanding of healthcare leadership, but Fellowship comes with strong sense of community with other Fellows, and ACHE. The comradery amongst Fellows is strong, and extremely valuable, as one continues through their own career journey."

So let the journey towards Fellowship begin!!

UPCOMING EVENTS

Get the most current details and register for all GAHE programs on the ["Events" page at www.gahe.org](http://www.gahe.org) (list below accurate as of publication date 12/29/17)

- **January 18** luncheon meeting at Maggiano's Atlanta/Buckhead - "Using the Baldrige Criteria to Improve Your Organization's Performance and Quality"

Speakers: Kevin Dellsperger, MD, PhD – VP & CMO, AU Health System, and Associate Dean for Clinical Affairs, Medical College of Georgia; Mary Gregg, MD, FACS, MHA – Corporate Medical Director, CareSource, and President & CEO, Gregg Healthcare Consulting, LLC; Douglas Patten, MD, FACS – Associate Dean, Southwest Regional Campus, Medical College of Georgia at Augusta University

CEUs: 1.5 hours ACHE Face To Face Education Credit

- **January 31 Physician Executives Group Dinner** - "The Development of a Disaster Response Asset - MAG Medical Reserve Corp" featuring Dr. John S. Harvey - Director, Medical Reserve Corp, Medical Association of Georgia
CEUs: 1 hour ACHE Qualified Education Credit
- **February 21-23** - GAHE panel discussion "Disruptive Innovation in Healthcare Delivery" (1.5 hours ACHE Face To Face Education Credit) as part of the February 21-23 SHS Annual Healthcare Process Improvement Conference at Grand Hyatt Atlanta
- **March 15** luncheon meeting at Maggiano's Atlanta/Buckhead - "Building the Hospital of Tomorrow", CEUs TBA
- **April 19** luncheon meeting meeting at Maggiano's Atlanta/Buckhead - "Value-based Reimbursement", CEUs TBA
- **May 17** luncheon meeting at Maggiano's Atlanta/Buckhead - "Emerging Diseases - What to Know and Be Prepared" , CEUs TBA
- **June 21** luncheon meeting at Maggiano's Atlanta/Buckhead - Networking Event
- **July 19** luncheon meeting at Maggiano's Atlanta/Buckhead - "Technology Innovation", CEUs TBA
- **August 16** luncheon meeting at Maggiano's Atlanta/Buckhead - "Public Reporting", CEUs TBA
- **September 20** luncheon meeting at Maggiano's Atlanta/Buckhead - "The Joint Commission vs. DNV", CEUs TBA
- **October 18** luncheon meeting at Maggiano's Atlanta/Buckhead - "Population Health", CEUs TBA
- **November 15** luncheon meeting at Maggiano's Atlanta/Buckhead - "Industry Transformation and Strategic Partnership Implications", CEUs TBA
- **December**
 - Annual one day GAHE Minicluster in Macon, 6 CEUs
 - Holiday Networking Evening

More coming for 2018 – watch for announcements

- Mentorship Kick-off Evening – Wednesday, January 24 for those enrolled in GAHE Mentorship Program (location TBA)
- Education and networking programs in cities around Georgia
- Small-group "Lunch with the CEO" events
- Special programs with national speakers
- BOG Exam 2-Day Tutorials
- Community Service volunteer activities in Atlanta and more

RECENT EVENTS RECAP

Photo credits

Photos in this newsletter courtesy of GAHE Members Alexandra Pieper-Jones, Brock Beisel, Kirsten Jones, John Henson, FACHE, Karen Manno

Giving back to our community – Community Service/Civic Engagement with GAHE

By GAHE Member Anokhi Desai, MBA, MHA - Project Coordinator, Georgia Cancer Center for Excellence

Members of the Georgia Association for Healthcare Executives (GAHE) volunteered Saturday, November 18 at the Atlanta Community Food Bank (ACFB). GAHE members showed their kindness and holiday spirit in a tangible way by giving their time to this worthwhile project, helping the Food Bank, which serves many thousands of people across most of north Georgia. This was especially appropriate as it was close to the Thanksgiving holiday, a time when we express gratitude for our blessings. Volunteers inspected, sorted and packaged food donations to be distributed to those in need. In just 4 hours, volunteers salvaged 11,868 lbs of food resulting in 9,019 meals—that's 3 meals a day for 365 days for 9 people!

ACFB distributes more than 60 million pounds of food and grocery products annually through a network of 600 local and regional partner nonprofit organizations in 29 counties in North Georgia. The organization relies on more than 20,000 volunteers to help with its operations. For more information on the Atlanta Community Food Bank and service projects, contact at: info@acfb.org or 404.892.9822.

→ *Volunteers who attended our November 18 event received a **GAHE "Be The Change" t-shirt!** Watch for more GAHE community service opportunities coming in 2018!*





Fall 2017 events in pictures



Rulon Stacey, FACHE was a featured speaker at the October 4 Senior Executive Dinner



Special sponsor for the October 4 Senior Executive Dinner was Avery Partners



The October 26 special conversation with Rick Jackson, CEO of Jackson Healthcare, moderated by Larry Tyler, FACHE



Matt Jernigan, FACHE shares his perspective on the value of FACHE at the November 16 Annual Meeting

At the December Miniclustur in Macon

By GAHE Regional Programs Chair Kirsten Jones

Over 103 attendees participated in GAHE's annual event hosted in Macon providing a total of 6 Face-to-Face CEUs in three topic areas. ACHE faculty Tom Atchison, EdD presented the opening session of "Leading and Managing in Changing Times". The afternoon was filled with two expert panels. "The Future of Telehealth Medicine" featured a demonstration with remote link-up led panel moderator: Rena Brewer, Global Partnership for Telehealth, Inc. The panel speakers were Dr. Roy Gilbreath, Navicent Health; Jeff Robbins, Tift Regional Medical Center; Dr. Jean Sumner, Mercer University School of Medicine. The second presentation was "Regulatory Impact on Healthcare Delivery" with moderator Alan Kent, FACHE, Meadows Regional Medical Center and panelists Keri Conley, Esq., Georgia Hospital Association; Barry Herrin, FACHE, Esq., Herrin Health Law; Larry Myers, Esq., Smith Moore Leatherwood; Carie Summers, Georgia Hospital Association. We give a special note of appreciation and thank you to our volunteer speakers for providing educational insights and dynamic discussion!



ACHE instructor Tom Atchinson presented "Leading and Managing in Changing Times"



Telemedicine panel discussion



Regulatory panel discussion



Bring Out the Most in Your Employees: 10 Tips for Managers

One of the biggest responsibilities managers have is to inspire others to be the best versions of themselves. "If done well, everyone on your team will not only be more productive and efficient, but also happier with their jobs," according to entrepreneur and speaker John Rampton. Here are 10 ways managers can effectively lead others to produce high-quality work:

1. **Be authentic.** Behaving in a way that aligns with your beliefs and values helps build trust with your employees and encourages them to be genuine as well.
2. **Encourage transparency and feedback.** Admitting when you are wrong is crucial to creating an honest and transparent culture where everyone can feel free enough to be their best at work.
3. **Create connections with individuals.** Get to know each person on your team. This will allow you to understand what motivates your employees, what they enjoy doing and what they are working toward.
4. **Give recognition.** Be the one to applaud and appreciate good work and can keep motivation levels high.
5. **Leverage technology.** Spend time finding solutions that can automate or speed up monotonous tasks to help make your team more productive and happier.
6. **Support risk taking.** Encouraging risk taking not only builds employees' confidence and autonomy, but it yields more output within a culture of innovation.
7. **Keep mission at the forefront.** When people are excited about the work they are doing, their output is going to be exponentially higher.
8. **Promote autonomy.** Don't make people feel like they have to be doing their work in a particular way, let them take a goal or idea and run with it. Giving people freedom can create momentum in the office.
9. **Challenge your employees.** Inspire your team to ask questions like "why am I working on this particular thing? Is what I'm doing the best use of my time right now, and is there a way to do this more efficiently?"
10. **Hire the best.** Great managers bring superstar qualities out of normal people. That said, it's crucial to know when a person isn't a good fit and when to cut ties with someone who doesn't fit.

—Adapted from "[10 Ways to Make Your Employees 10x More Productive](#)," by John Rampton, *Entrepreneur*, Nov. 10, 2017.

ECRI Institute named ransomware and other cybersecurity threats as the No. 1 hazard that warrants the greatest attention for the coming year. In the healthcare environment, ransomware and other types of malware attacks are more than just an IT nightmare. They are a potential patient-safety crises that can disrupt healthcare delivery operations, placing patients at risk.

Endoscope reprocessing landed in the No. 2 spot for 2018, as many healthcare facilities still struggle with consistently and effectively cleaning, disinfecting and sterilizing these instruments between uses. Reprocessing failures can lead—and have led—to the spread of deadly infections. Other topics on the list include bed and stretcher support surfaces that remain contaminated between patients, missed alarms, equipment malfunctions resulting from the use of incompatible cleaning agents, patient burns from electrosurgical electrodes that are not safely holstered between uses, and unnecessary radiation exposures during digital imaging procedures.

The ECRI Institute Top 10 Health Technology Hazards for 2018 list identifies potential sources of danger involving medical devices and other health technologies, as well as practical strategies for reducing risks, establishing priorities and enacting safety solutions.

—Adapted from “[Ransomware and Other Cybersecurity Threats Top ECRI Institute’s Annual Health Technology Hazards List](#),” by Laurie Menyo, ECRI Institute, Nov. 6, 2017.

ACHE NATIONAL NEWS

Register soon for 2018 ACHE Congress on Healthcare Leadership

The American College of Healthcare Executives’ Congress on Healthcare Leadership brings you the best in professional development, opportunities to network with and learn from peers, and the latest information to enhance your career and address your organization's challenges in innovative ways. The 2018 Congress on Healthcare Leadership, “Be Part of Something Bigger,” is **March 26–29 at the Hyatt Regency Chicago**. Join us in 2018 and be part of this dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world. Registration and hotel reservations are now open. Save your spot today at www.ache.org/congress/index.cfm .

Call for Innovations—Management Innovations Poster Session at 2018 Congress

ACHE is inviting authors to submit narratives of their posters for consideration for the 34th Annual Management Innovations Poster Session to be held at ACHE’s 2018 Congress on Healthcare Leadership. We are interested in innovations addressing issues affecting your organization that might be helpful to others, including improving quality or efficiency, enhancing patient or physician satisfaction, implementing EHRs, using new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters on March 26, between 7 a.m. and 8 a.m., and posters will remain on display March 26–28 at Congress. Please go to ache.org/CongressPosterSession for

the full selection criteria and submission instructions. Submissions will be accepted through **Jan. 16**.

Forum on Advances in Healthcare Management Research at 2019 Congress

ACHE is inviting authors to submit proposals to present their research at the 11th Annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2019 Congress on Healthcare Leadership, which will be held from March 4–7, 2019. The lead presenter of each selected proposal will receive a complimentary registration to the Congress. Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 2**.

List Your Postgraduate Fellowship With ACHE

ACHE would like to know if your organization is offering a postgraduate fellowship for the upcoming year. If so, we encourage you to add it to our complimentary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad. As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. Gain exposure and start attracting top-notch applicants by posting your organization's program on ACHE's Directory. You may add a new listing or update a previous one at any time by completing the Online Listing Form. Questions? Please contact Audrey Meyer, membership coordinator, at (312) 424-9308 or email ameyer@ache.org, Monday through Friday, 8 a.m. to 5 p.m. Central time.

Call for Nominations for the 2019 Slate

ACHE's 2018–2019 Nominating Committee is calling for applications for service beginning in 2019. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, Districts 2 (includes Georgia), 3, 6 (two-year terms ending in 2021)
- Four Governors (three-year terms ending in 2022)
- Chairman-Elect

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 the Candidate Guidelines at ache.org/CandidateGuidelines, 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 only submit a letter of self-nomination and a copy of their resume. Applications must be submitted electronically to jnolan@ache.org by July 15. All correspondence should be addressed to Edward H. Lamb, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529. The first meeting of ACHE's 2018–2019 Nominating Committee will be March 27 during 2018 Congress in Chicago in open session at 2:45 p.m. An orientation session will be conducted for potential candidates, immediately followed by an open forum 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 Sept. 30, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 25. For questions please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

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CALL FOR CONTENT

Requirements/ Deadlines

Content submissions to the GAHE newsletter are for reviewed for appropriateness by the Communications Committee. Please send your contributions, including articles, news, member accomplishments and photos to [kmanno AT gahe.org](mailto:kmanno@gahe.org), no later than close of business by the 10th 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 GAHE 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.

GAHE 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.