



Welcome to Washington State Healthcare Leaders Association (WSHLA)

 www.thewshla.org



Who We Are

A professional state membership association founded by healthcare leaders for healthcare leaders in 1956.

WSHLA supports the continual professional development of our members. We seek to advance leadership, administration, and best practices in healthcare through the sharing of information, education, advocacy, and networking activities.

Leadership

Collaboration

Integrity

Education

Advocacy



Benefits of Membership

While not a comprehensive list, we have outlined some of our member's favorite benefits provided from their WSHLA membership



Continuing

Professional Education

Annual Conference, free webinars, on-demand library & virtual discussion groups.



Listserv

an invaluable resource for networking, asking questions, sharing ideas, and receiving important updates relevant to you and your organization.



Job Board

Members get to post their job openings at a discounted fee and receive an email alert when new jobs are posted.



Networking

via local happy hours, conferences, virtual discussion groups, listserv and more. We help members build industry connections and friendships.

Volunteer Opportunities

Founded by healthcare leaders for healthcare leaders in 1956, our focus has not changed. As a member-led and member driven association, our volunteers are instrumental in continuing the mission of WSHLA.



SERVE ON A COMMITTEE

Use your passion and talent by serving on a committee to help WSHLA further our objectives and goals

- MEMBERSHIP
- EDUCATION
- LEGISLATIVE
- SOCIAL MEDIA
- LOCAL HAPPY HOUR HOST



MENTORSHIP PROGRAM

Serve as a Mentor! The program establishes one-to-one collaborative relationships between members wishing to enhance their leadership skills (protégés) and experienced healthcare leaders looking to make a contribution to the industry (mentors).



BOARD OF TRUSTEES

Use and build your leadership skills by serving on our Board of Trustees. Terms of service start with a minimum two-year commitment with the potential to continue service for additional terms.

Upcoming Events



**WELCOME
TO THE PRACTICE
MANAGEMENT RODEO**
Pacific Northwest
Medical Management Conference

Ropin' in Results
& Ridin' into
the Future

MAY 20-22
2026

HILTON VANCOUVER WASHINGTON
301 W 6th St, Vancouver, WA 98660

www.pnwhealthcareleadersconf.com

HLA HEALTHCARE LEADERS ASSOCIATION OREGON **HLA** HEALTHCARE LEADERS ASSOCIATION WASHINGTON STATE

MONTHLY MEMBER WEBINAR
JANUARY WEBINAR
**STOP PROCRASTINATING
TOMORROW: ATTACK
WHAT'S HOLDING YOU BACK**

PRESENTED BY:
MARY C. KELLY, PHD, CSP, CPAE,
COMMANDER US NAVY (RET)

13 JANUARY 2026

 1:00 PM EASTERN
12:00 PM CENTRAL
11:00 AM MOUNTAIN
10:00 AM PACIFIC

Eligible for 1.0 CE credit



Membership Options

Whether you are new to practice management or a seasoned veteran, whether you work in a small practice or large group, instead of doing it alone, WSHLA provides a network of like-minded professionals ready to share resources, tools and ideas.

- ✓ **ACTIVE MEMBER: \$130/Year**
- ✓ **ALLIED (out-of-state) MEMBER: \$130/Year**
- ✓ **LARGE GROUP MEMBERSHIP: Discounts for 10+ employees : starting at \$1,100**
- ✓ **VENDOR AFFILIATE MEMBER: \$495/Year**

Apply at www.thewshla.org > membership





HEALTHCARE
LEADERS
ASSOCIATION
**WASHINGTON
STATE**

WWW.THEWSHLA.ORG

**DECEMBER
TUESDAY TIMELY TOPIC**

26 LEADERSHIP PEARLS FOR 2026

Lauren Harris

- 1. Stay grounded in the basics:** your strategic direction and purpose, your finances, your people, and your patients. If those four areas are strong, your organization will thrive
- 2. Accountability is part of taking care of each other.** Hold the same expectations for everyone — including providers — and your culture gets stronger
- 3. Always keep learning.** Healthcare shifts constantly, and leaders who stay curious and keep sharpening their tools are the ones who stay steady. If you ever think your job is easy, you're not paying attention
- 4. Before adding a new tool or process, slow down** and ask what problem you're actually trying to solve and how you will measure success. Those questions save you a lot of time and frustration
- 5. Protect time to think.** A little space and quiet helps you see things clearly, and that clarity shows up in every decision you make.





James Hudson

6. Hard choices come with the job and sometimes you have to make them. It's better for you and your organization to make them promptly once you come to the decision on what to do, rather than let problems fester.

7. You lead by example more than anything else. What you build around you reflects how you lead... As well as what you're willing to accept. Always be aware of how your staff sees you: you don't want them to be resentful because you don't follow the same rules they do.

8 .Don't be afraid to admit when you're wrong. Leaders make mistakes just like everyone else and acknowledging them (publicly when necessary) shows your employees that you support a culture of accountability and integrity.

9. Always be on the lookout for how to do things better. Tools like the "[five whys](https://en.wikipedia.org/wiki/Five_why)" exist for a reason – use them regularly to improve your organization.

(https://en.wikipedia.org/wiki/Five_why)

10. Vacations are a time for you to recharge. If you feel like you can't hand things over to your staff for a couple of weeks, then you should be thinking hard about your internal "bench depth" and whether you need to learn how to delegate.

Lydia Roloff

11. From the beginning, set the stage with your team that policies and procedures are always evolving, just like healthcare itself. These are living, breathing documents designed to grow and adapt. With this mindset, your team learns to pivot with grace and confidence through change.

12. Remember that you set the standard for your team. Lead with integrity, empathy, and consistency, because the environment you cultivate becomes the foundation for both patient trust and staff harmony.

13. Create a safe space for your team to fail; it's how we all learn to grow. When people are given permission to “fail forward,” they discover resilience, creativity, and confidence. By planting this seed, you nurture a lifelong attribute they'll carry throughout their careers. Growth happens best in an environment of trust and continued learning.

14. Leadership in healthcare can be deeply rewarding, yet at times, lonely. No matter how large or small your organization, always strive to be a shoulder to lean on and an ear to listen. Connection is what keeps us grounded.

15. One of my most important responsibilities as a Practice Administrator is to **remove barriers that keep my team from doing their best work.** I believe in keeping an open door and being present throughout the day.

16. Take the time to walk your hallways and connect with your team. Our workload will always be there. It is in these moments that we build a culture of trust, where people feel seen and heard, and where you, as a leader, get to see your policies and procedures play out in real life.



Jen Ash

17. Think outside the box and encourage those around you to do the same. “None of us is as smart as all of us.” — Ken Blanchard

18. Transparency, in all things, as much as possible!

19. Don't be afraid to admit what you don't know. This gives your team “permission” to do the same and fosters trust and growth.

20. Be a part of a group of other administrators! They can be a true lifeline regardless of how long you have been in your career. Especially in a small practice. You are typically the only leader, and it can be lonely and lack a sounding board. But other administrators face the same or similar challenges no matter the size of the organization and can be a shoulder to lean on or an ear to listen (as Lydia put it 😊).

21. Lead by example. Actions ALWAYS speak louder than words.



Jana Foor

22. "Most organizations solve symptoms, not systems." **Root cause analysis is a leadership superpower.**

23. "Being in relationship with people while disagreeing is a service to them and you." **You don't have to agree to stay connected;** healthy conflict builds trust. Always give permission to have difficult conversations.

24. "You will regret the things you didn't do more than the things you did." **Say yes to uncomfortable experiences**—that's where growth lives.

25. "If you want to see situations clearly, get your personal s^it in check." Leaders can't create psychological safety for others until they've done their own inner work. **Vulnerability + honesty = immediate credibility.**

26. "I don't optimize unless it transforms something." Stop chasing efficiency for efficiency's sake. **Pick projects that move the ball forward in a meaningful way and leave a legacy imprint.**





HEALTHCARE LEADERS ASSOCIATION
WASHINGTON STATE

HOLIDAYS