

ETHEA Q2 Newsletter

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Visit the new website!

ETHEA's website was revamped in Q4 of 2020 and is live for your viewing! Please bookmark and reference back for upcoming events and news about your local chapter!

[Click Here!](#)



A message from your President

"The board has been working diligently to ensure we are aligned with our 2022 strategic plan. Our plan is to have four educational events (two F2F & two virtual) and two networking events this year. "

ETHEA Members,

Surprisingly, we are already into the heat of the summer and almost half way through 2022. It is with resounding gratitude I give to the board members for their hard work and dedication. Through innovation and being flexible, we have continued to build off of 2021. Although this remains a slow process, our goal is to continue to work back towards meeting normalcy.

The board has been working diligently towards reaching 2022 strategic goals. Fortunately, a very

successful face to face (F2F) meeting in March has led to optimism for upcoming meetings and events. These will include a networking event at a Tennessee Smokies baseball game on July 15th, a F2F joint education meeting with PEMBA August 10th, a F2F or Virtual Choice event in October, and another networking event in December (TBD). These events will provide members great value in continuing education and networking opportunities.

Once again, I would like to thank you for your participation and continued support. I am hopeful that I will get to see you at some of these future events. If you'd like more information or to register for future events, please visit our website at <https://www.myethea.com/>.

Respectfully,

Jay Shepherd, MBA
2022 ETHEA President



A message from your Regent

Trent A. Beach, PharmD, FACHE

"Our COVID shut-in really led to a celebration of life getting to meet up in Chicago in person. For the many of you coming in from across the state and our 3 chapters, thank you for making Congress so special."

Message From Your ACHE Regent Spring 2022

Greetings everyone! What a wonderful reawakening as Spring has brought forth renewed energy and opportunities for us all. It was such a gift to have the opportunity in late March to meet up with so many of you. Our COVID shut-in really led to a celebration of life getting to meet up in Chicago in person. For the many of you coming in from across the state and our 3 chapters, thank you for making Congress so special.

During this past convocation year, there have been incredible accomplishments by Tennessee ACHE members. I have spoken to many of you about some of these and I have been so inspired by the degree of progress you are making in the environment in which we have been operating. That said, I would like to announce awards I am making as a result of a chapter nomination process working through the Regent's Advisory Council (RAC).

Through this process, award nominations for Tennessee Members, Fellows, Life Fellow, or Retired Fellows of the American College of Healthcare Executives were received and reviewed. Nominations included descriptions of contributions to the advancement of ACHE, and/or the healthcare profession; service to their Tennessee chapter; or other professional achievement relevant to the award categories. At this time, I am pleased to announce, congratulate, and thank the following members with Regent Awards.

Exceptional Service Award: Parker D. Harris, FACHE

Parker D. Harris, FACHE is Chief Executive Officer at Baptist Memorial Hospital – Tipton in Atoka, Tennessee. Mr. Harris has faithfully served on the Board of Directors for the MidSouth Healthcare Executives (MHCE) for many years and is always the first to volunteer to do anything. Parker served as President in 2020 and again in 2021. His service and leadership during this time were crucial to keeping the chapter going. The difficulties the chapter was experiencing led to him being even more active in his role as Immediate Past President, which is not usually the case. Further, Parker resigned from positions in other organizations that are important to him to allow more time to serve MHCE. Parker embodies the core values of ACHE and his leadership makes you want to be a better leader.

I presented the Regent's Exceptional Service Award to Parker D. Harris, FACHE in recognition of these exceptional accomplishments during the extremely difficult challenges

presented in the leadership of the MidSouth Healthcare Executives chapter and his vigorous pursuit and embodiment of the ACHE values and mission to advance healthcare leadership excellence in western Tennessee.

Rural Healthcare Executive Award: Andrew D. McDonald, Sr., FACHE

Andrew D. McDonald, Sr., FACHE is Shareholder-In Charge, Healthcare Consulting with LBMC, PC in Brentwood, Tennessee. Mr. McDonald served on the Board of Directors and as past President of ACHE of Middle Tennessee (2015) and in this role helped garner and revitalize the chapter's infrastructure to achieve quality chapter status following a number of years of challenges. The continuing achievements of the revitalized Middle Tennessee Chapter came as a chain of chapter Presidents built on the work of one another from 2012 to present. Andrew's experiences prepared him to take on an assignment from Regent Dr.

Trent Beach, FACHE; leading a Chapter Support Focus Group, charged with assisting the Tennessee chapters of the East Tennessee Healthcare Executive Affiliation and the MidSouth Healthcare Executives to overcome challenges with waning participation and infrastructure for members and leaders. Andrew led this effort with other Regents Advisory Council (RAC) members and the Presidents of both chapters. Advice, resources, time, a recruiting effort, election assistance, and otherwise 'extra hands' were offered to the Presidents in revitalizing both chapters. Both chapters are now repositioned again for continued success and to offer a chapter voice for healthcare leaders in these combined rural and urban healthcare settings.

In recognition of his contributions to organize aid to assist chapter Presidents to revitalize their chapters (East Tennessee Healthcare Executive Affiliation and the MidSouth Healthcare Executives) and maintain the voice of rural healthcare leaders, I presented the Rural Healthcare Executive Award to Andrew D. McDonald, Sr., FACHE.

Excellence in Diversity Award: Joseph Webb, DSc, FACHE

Joseph Webb, DSc., FACHE is Chief Executive Officer of Nashville General Hospital. Dr. Webb is actively involved in the Nashville Healthcare community, and served as a panelist on Equity of Care at the 2021 Tennessee Hospital Association's Annual Meeting. In this role, Dr. Webb advocated for changes key to progress in recognizing and addressing key determinants of social inequity and helped bring discussion helping to foster a growing awareness and call to act. Recognized as a thought leader in this area, Dr. Webb's ideas have spread not only in Nashville and Tennessee, but to healthcare leader forums across the country.

In recognition of his leadership in advancing diversity and justice, I presented the Regent's Excellence in Diversity Award to Dr. Joseph Webb, FACHE.

Senior Executive Award: Timothy A. Slocum, FACHE

Timothy A. Slocum, FACHE is President, Methodist University Hospital in Memphis, Tennessee. Mr. Slocum has served in leadership roles in a number of ACHE chapters during his career and from these experiences offered his time and service on the Regents Advisory Council (RAC) for the Senior Executive Focus Group. Faced with waning senior leader participation within the ACHE affiliated chapters in Tennessee, Regent Trent Beach, PharmD, FACHE charged this focus group of the RAC with conducting a needs analysis with senior leaders and to help organize chapter and/or cross-

chapter efforts to meet these needs with the intent to improve senior leader engagement. Tim immediately went into action, organizing the RAC Focus Group and pursuing this charge. Through these efforts, chapters

are laying foundational programming that reaches the interests of our senior leader members; helping encourage chapters to host senior leader educational and networking opportunities; and leading to increased discussions with other healthcare leader organizations such as the Nashville Healthcare Council and Healthcare Financial Management Association to help align interests.

For his work leading the Regents Advisory Council Senior Leader Focus Group and its achievements, I presented the Regent's Senior Executive Award to Timothy A. Slocum, FACHE. This award represents the exceptional work by all of the council members on the Senior Leaders Focus Group.

Physician Leader Award: Clay W. Runnels, MD, FACHE

Clay W. Runnels, MD, FACHE is Executive Vice President and Chief Physician Executive at Ballad Health, in Gray, Tennessee. Dr. Runnels has played an instrumental volunteer role in the continuing success of the cross-chapter production of the Physicians Leadership Academy (PLA). The Tennessee RAC PLA is co-produced through the efforts of an incredible team of educators and practitioners from multiple ACHE-Affiliated chapters in Tennessee hosted through the Regent's Advisory Council. During this year, Dr. Runnels accepted lead for the PLA continuation taking the baton from past Regent award recipients, Dr. Angelique Cohen, FACHE, and Anna Pannier, FACHE, who remain instrumentally involved in the Academy. His ideas for physician leaders and their role in shaping the future healthcare models is visionary and deeply aligns with ACHE values.

I recognize Clay W. Runnels, MD, FACHE with the ACHE Regent's Physician Leader Award for his major contributions to our Physicians Leadership Academy supporting the ACHE goal to be a trusted partner to foster engagement, support career development, and personalize the ACHE experience for physician members across Tennessee.

Please join me in demonstrating appreciation to these award recipients and those others instrumental in these accomplishments.

Ever your servant in ACHE,

Trent



Trent A. Beach, PharmD, FACHE
Regent for Tennessee
rxagle@comcast.net



Timothy Slocum (MHCE) with Regent Trent Beach at ACHE Congress 2022



President Vikram Bollu (ACHE-MT) with Regent Trent Beach at ACHE Congress 2022



Peter Harmon (ACHE-MT) with Regent Trent Beach at ACHE Congress 2022



Regent Trent Beach with newly installed ACHE Officers: (from left) Chair-Elect Delvecchio S. Finley, FACHE, Chair Anthony A. Armada, FACHE, Immediate Past Chair Carrie Owen Plietz, FACHE, and Past Chair Michael J. Fosina, FACHE



Newly inducted Fellow Jon Puncochar, FACHE with Regent Trent Beach immediately following Convocation Ceremony at the 2022 ACHE Congress



Upcoming Events (2022)

August 10, 2022 – Knoxville - Live Face to Face Joint Education Event with PEMBA

October 12, 2022 - Face to Face Event (TBD)

December 8, 2022 – Holiday Celebration Networking Event

TBD – Chattanooga Event (Education or Networking)

TBD – Tri-Cities Event (Education or Networking)

New Member / Fellows Updates

Please help us celebrate the recent additions to our ETHEA community with our new enrollments and/or membership status changes within the group! Recognize a familiar name? See someone you might want to network with? Get engaged and connect with one another!

**Members:**

Jamie L Gwinn
Jacob Tanner Barb
Robert Bender
Dustin Fowler
Chris Hall
Sarah Camponovo
Rudolph Hausler
Tammy Van Dyk
David Santoemma

Fellows:

Jarrett Millsaps, FACHE
Ernestina Van Leer, FACHE
Michael Deitschmann, FACHE

Students:

Rebecca Hindman

Article of Interest

"The hospital may sit at the geographical center of that platform, but it will no longer be where everyone goes to get care."

Traits for Tomorrow's Leaders

Developing leadership talent is a significant challenge facing healthcare; it is tough to address, as the exit of industry leaders looms large in light of career-defining pressures created by the pandemic. The pandemic's timing coincides with many baby boomers entering retirement age. This has the potential to leave a vacuum of power and experience that neither of the two generations after them can address on their own. The number of Generation Xers is too few to fulfill the demand, and while some millennials are exceptionally qualified to take senior positions today, most are still developing and honing their skills. As healthcare organizations work to fill leadership positions and prepare the next generation of leaders, what traits will be most important for those leaders to possess?



Traits for Aspiring Leaders at all Stages

Entrepreneurship: *Develop an entrepreneurial mindset aimed at meeting others' needs.*

Although it seems to be part of a new vernacular, "entrepreneurship" in healthcare is hardly new. In her book *Unlikely Entrepreneurs, Catholic Sisters and the Hospital Marketplace 1865–1925*, Barbra Mann Wall shares the story of a 27-year-old Irish immigrant nun who sailed across the ocean in 1877 and would later become administrator of a major Catholic hospital in the U.S. That nun, Sister Lidwina Butler, would ultimately lead two different hospitals, and her second stint as a hospital administrator would last 18 years.

Her literal and figurative journeys defined her and many other religious women who set sail from Ireland and other European countries and some who relocated from within the United States to serve the healthcare needs of others. The women who made those journeys also helped set the standard for the modern healthcare leader: to create and sustain a robust health infrastructure and care models to take care of the vulnerable, their families and communities. Their model of entrepreneurship was as relevant then as it is today. They carefully and systematically studied their communities to identify unmet needs and focused relentlessly on meeting those needs—traits today's leaders should aspire

to as well.

Accountability: *Be accountable to yourself and others.*

For years, author Cy Wakeman has proposed that accountability—which she describes as the mindset to exert control over one’s circumstances and embracing reality—increases individual performance. Embracing reality and rejecting the urge to fill in the blanks with biases and drama are timeless characteristics that will help leaders succeed.

Trust and Trustworthiness: *Trust and be worthy of the trust of others.*

In their Sept. 8, 2016, article in the journal *Business Ethics: A European Review*, authors Alvaro Lleó de Nalda of the University of Navarra, Manuel Guillen of the University of Valencia, and Ignacio Gil Pechuan of the Polytechnic University of Valencia, discuss their research on the influence of three factors that influence the trust between managers and subordinates. They use the widely accepted definitions of these terms as follows:

- Ability: The skills and knowledge necessary to do one’s job.
- Benevolence: The demonstration of caring for those under one’s leadership, and loyalty to them for reasons not related to self-interest.
- Integrity: The adherence to sound ethical and moral principles (including an organization’s articulated values) and following through on one’s word.

Though organizations have multiple ways in which to influence the degree of trust employees have in them, there is no variable more able to impact trust than the immediate supervisor.

Higher Purpose: *Connect to the mission and find a higher purpose at work.*

In their book *Option B*, Adam Grant and Sheryl Sandberg speak about the importance of finding meaning at work. For those of us in the healthcare workforce, well-being is dependent on the healthy integration of life and work. As a generation of millennials engages in leadership pursuits, many also are experiencing how life and work are now permeating each other. They, like Gen X and baby boomers, realize the importance of what we do matters beyond profits and losses and that we can impact the lives of others for the better, thereby increasing fulfillment with work. To do work that matters also increases one’s ability to experience happiness and joy in life and work.

A Leadership Framework

Luminis Health has developed its Team, Change and Business leadership framework as the foundation of its efforts toward leadership development. Leaders who attend training or perform developmental activities intentionally tie what they have learned into this framework. This balanced approach ensures every aspect of a leader’s competency is appropriately supported and developed. The TCB framework informs the identification and development of high-potential leaders. It also helps the organization achieve effective succession planning. Luminis Health’s Leadership Essentials, one of the mechanisms for leadership development based on the TCB framework, aims to develop a balanced set of competencies common to all leaders in the organization.

Tools for Team and Self-Development

As part of their development, leaders at Luminis Health become versed in principles of mindfulness and well-being. Leaders also use talent-measurement tools to uncover their strengths, help them lead with those strengths, as well as celebrate and capitalize on the strengths of others on their teams. The organization also administers emotional intelligence competency assessment tools. In addition, it offers opportunities for leaders to discuss the results revealed by both tools individually and in groups led by certified facilitators.

As the healthcare field continues to evolve, the next generation of leaders will need to be well prepared for what lies ahead. With these leadership traits in mind, and with rigor and attention to leadership development, healthcare organizations will be able to continue to care for their patients and improve the health of the communities they serve while providing career opportunities in which leaders and staff can thrive.

—Adapted from [“Traits for Tomorrow’s Leaders,”](#) *Healthcare Executive*, J. Manuel Ocasio, FACHE, chief human resources officer, Luminis Health, Annapolis, Md.

ACHE News

News from ACHE below on connecting with fellow members, On-Demand Content Library, and more!



ACHE Call for Nomination for the 2023 Slate

ACHE's 2022–2023 Nominating Committee is calling for applications for service beginning in 2023. 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 2 (two-year term ending in 2025)
- Nominating Committee Member, District 3 (two-year term ending in 2025)
- Nominating Committee Member, District 6 (two-year term ending in 2025)
- Four Governors (three-year terms ending in 2026)
- Chair-Elect

Please refer to the following district designations for the open positions:

- **District 2:** District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico & Virgin Islands, South Carolina, Virginia, West Virginia
- **District 3:** Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
- **District 6:** Air Force, Army, Navy, Veterans Affairs

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 jnolan@ache.org and must be received by July 15. All correspondence should be addressed to Michael J. Fosina, FACHE, chair, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

Following the July 15 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 via email by Sept. 30, and candidates for Chair-Elect and Governor will be interviewed in person Oct. 27.

To review the Candidate Guidelines, visit [ache.org/CandidateGuidelines](https://www.ache.org/CandidateGuidelines). If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

Save \$225 on the Exam Fee

The FACHE® credential is the standard for board certification in healthcare management. Obtaining this prestigious credential signifies hard work, dedication and commitment. To thank you for your efforts, when you submit your completed application by June 30, 2021, along with the \$250 application fee and all supporting documents, we'll waive the \$225 Board of Governors Exam fee for approved applications.

[Learn more about](#) the requirements to sit for the Exam and the resources available to help you prepare.

Connect With Fellow Members

We are pleased to offer members three new, free online communities for physician executives, Asian healthcare leaders and LGBTQ healthcare leaders. The communities' platform makes it easier than ever for peers to connect in real time, tackle issues together and ask important career-related questions. Members can participate in discussion threads, share resources and best practices, and crowdsource innovative ideas and solutions.

To join, follow these steps:

1. Log in to my.ache.org.
2. Under "Helpful Links" on the right-hand side, click the last option, "My Communities."
3. Click the "Add" button to choose the online communities you wish to join. *An MD or DO degree is required to join the Physician Executive Community.*
4. Watch your inbox for your welcome email and instructions to access your new community! The email will arrive within 24 hours.

We hope you will join these communities. If you have any questions, please email communitymanager@ache.org.

Executive Diversity Career Navigator

The [Executive Diversity Career Navigator](#) is an online resource designed for healthcare leaders from underrepresented groups to successfully navigate their career path to senior-level positions. By enhancing diversity in leadership, the EDCN will help cultivate a diverse healthcare workforce that is best equipped to address disparities in care and access—effectively improving health for all. EDCN offers its users access to information, tools and inspiration for navigating their career paths to senior level positions. It is a place for healthcare leaders from diverse backgrounds and at all career levels to learn from others who have successfully navigated their route to C-suite healthcare management. Learn more about [EDCN](#).

Forum on Advances in Healthcare Management Research

ACHE is inviting authors to submit proposals to present their research at the 15th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's Congress on Healthcare Leadership, **March 27–30, 2023**. The lead presenter of each selected proposal will receive a complimentary registration to Congress. [Learn more](#) about the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 11, 2022**.