

# ETHEA Q4 Newsletter

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December 2021 | Q4

## A Message From Your President

Upcoming live events & new initiatives!

## Message From Our Regent

Trent A. Beach, PharmaD, FACHE

## Upcoming Events (2022)

Six events to look out for!

## New Member / Fellows Update

New additions to our community!

## Article of Interest

Q4 - 2021 Article of Interest

## ACHE News

Q4 - 2021 ACHE News



## 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

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*"Our goals for this year are simple. Increase overall chapter and student membership. Host two live face to face events, two Virtual Choice events, two live Networking events and one LPC event in both Chattanooga and the Tri-Cities. "*

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**ETHEA Members,**

It is hard to believe we are already at the beginning of the New Year and so I wish to express my eternal gratitude to all our members for the opportunity to serve as your 2021 Chapter President. Furthermore, I want to thank the dedicated volunteers who served on the ETHEA Board

this year and represented our chapter.

As I reflect upon the challenges, we faced both in 2021 as well as 2020 I gravitate toward an optimistic view for the coming year. Although Covid-19 has disrupted our annual traditions it has also provided us with an opportunity for change. A change no doubt that will make us stronger in the end. Take heart in the future of the chapter. Our membership numbers are stable, our financials are sound, and we have more volunteer board members joining our team in 2022 in more than three years.

Our goals for this year are simple. Increase overall chapter and student membership. Host two live face to face events, two Virtual Choice events, two live Networking events and one LPC event in both Chattanooga and the Tri-Cities. Furthermore, we look to re-launch our Mentorship Program developed back in 2019 and develop a Fellowship Sponsorship program for 7 lucky individuals. I have no doubt Jay Shepherd, our incoming 2022 ETHEA President and the rest of the 2022 board are up to the task!

I truly hope each and everyone of you had a wonderful and safe holiday season. Thank you all for your continue support and we look forward to seeing each and everyone of you at one of our LIVE events this year!

Respectfully,

**Russ Peters, MBA**  
2021 ETHEA President



### A message from your Regent

*Trent A. Beach, PharmaD, FACHE*

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*"We recognize that our teams want to know what they do matters and that it is recognized by their leaders. Having been in a critical mode for so long, we must ask ourselves, have we emphasized this with our teams lately? I do not mean in general, but specifically by unit or by person, by role, or by contribution?"*

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### Message From Your ACHE Regent

Fall 2021

Colleagues, I optimistically ponder the possibilities of the coming year as I enjoy a cup of coffee and a slice of pumpkin cream cake on a Saturday evening in the crisp Fall air. Having celebrated with family over the last weekend at a nearby apple orchard featuring live outdoor music and Fall festivity, I have been refreshed with joy and hope. (Note: With appropriate social distancing, vaccination, masking, and consistent hand hygiene, we all enjoyed visiting.) I remain mindful of all those who lost their lives to the SARS-COV2 virus or complications thereof. I remember each of us, e.g., the many leaders and healthcare workers who managed healthcare through these past two years to provide care for our communities, including those in their final days, as well as those who survived as a result of our care. I reflect on this even as I look ahead to prospects of life anew.

Speaking of renewal, our chapters across the Tennessee's Grand Regions are installing new officers and refreshing your Boards to continue the excellence in supporting you: healthcare leaders who care. Last quarter I shared with you the new Regent's Advisory Council and the energy coming from

those who joined. I anticipate the same type of energy and resources coming from the chapters, building upon last year's programs.

On the organizational home front, colleagues with whom I have been in regular contact are working hard to nurture renewal as well. Our teams have gone through a lot and seek our leadership to continue to recognize the meaningful work they have done and the impact it has had on them collectively and individually. Our teams on the front lines who are patient-facing represent who our organizations are. They excel at this when they are given the safety and security that comes from a culture wherein they feel they make a difference and it is recognized...that we all have common goals.

We recognize that our teams want to know what they do matters and that it is recognized by their leaders. Having been in a critical mode for so long, we must ask ourselves, have we emphasized this with our teams lately? I do not mean in general, but specifically by unit or by person, by role, or by contribution? I recently reminded myself of this and set aside time for a series of town halls in the various work areas to listen and share authentically. I told teammates that their efforts, their time, and their ingenuity meant everything in getting through these times and have been especially important to our organization, our neighbors seeking care, and specifically, to me.

This was not the first time I have shared this with them, but I had to recognize with all things going on that I may not have articulated it as broadly and as deeply across my organization as is needed. While writing, I ponder whether I was alone in getting tied up with the critical issues and the need to communicate that recognition again. Do they hear this from you? Personally? Individually?

Many of you, like me, have more and more teams working remotely. I have to face the question, "how can I stay connected and reinforce my remote teammates as I do with those in-person"? For these team members, they are not in the office next door to run an idea by, to chat, or to check-in socially. I cannot run into them and catch up by the coffee pot. To do this, I started a little over a year ago to be intentional to address this...and through a few cycles of learning, I have evolved to do the following:

- Start my team meetings with moments to connect; to socially visit. I ask team members to share about their lives before we get into business. Sometimes this is simply verbal narration, but sometimes we bring and share photos of life and joyous occasions. This was recently reinforced to me by a recent keynote speaker at a national ACHE meeting. Jake Poore, President & Chief Experience Officer, Integrated Loyalty Systems, Inc., recently spoke to us at the ACHE Chapter Leaders Conference. In his keynote address, he described a concept of "human-business-human" (HBH) as a desirable standard approach to meetings. This method embeds a personal check-in before moving into discussing business then ends circling back to personal interaction. This is meant to prioritize relationship building and to ensure empathy does not waver in our relationships.
- Schedule group web conference "work sessions" while teammates are working on each of their independent work, just for the socialization that occurs with talking with one another on an "open channel" while working – I know what you are thinking. Yes, it was awkward doing this the first time, but good things came from it. It nurtured a no-pressure spirit of the team and allowed the type of social interchange between collaborative discussions on common concerns, interests, and issues. I do not even start them anymore; they just occur.
- While web conferences are beneficial, scheduling them is often an issue. Sometimes by the time the meeting can be set up with all stakeholders, many other matters have arisen. Catchall emails, Microsoft Teams, Text, and other asynchronous collaboration have become standard communication methods that to some extent mimic the feel of working together.
- I work intentionally to be visible. This is a challenge when my teams are spread out. While face-to-face visibility is my goal, adjusting to digital visibility has helped me continue to inspire and maintain trust and clarity, helping to prevent workplace doubt and team friction. Remember the axiom that you can never over-communicate...and to my way of thinking; you cannot ever be visible enough.

Your leaders flourish best when you create an environment where they feel comfortable asking questions, bringing forth concerns, or clarifying your directions. This is also applicable to those of you who are being installed as officers, board members, and committee leaders for your chapters. Bear this in mind as you assume your new roles. Please feel free to involve me as you need support.

In all things ACHE, I remain your humble servant,

Trent A. Beach, PharmD, FACHE

Regent for Tennessee

[rx eagle@comcast.net](mailto:rx eagle@comcast.net)



# Upcoming Events (2022)

March 9, 2022 - Knoxville - Live Face to Face Joint Education Event with HFMA

May 11, 2022 – Virtual Choice Event

July 15, 2022 – Smokies Networking Event

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

October 12, 2022 - Virtual Choice Event

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

- Fellows:**  
 Jarrett Millsaps, FACHE  
 Ernestina Van Leer, FACHE  
 Michael Deitschmann, FACHE

- Students:**  
 Rebecca Hindman

# Article of Interest

*"With anxieties mitigated and jobs secure, the team has continually been able*

*to focus on patient care at a time when it is desperately needed."*

## Keeping the "Community" in Community Hospital

When Augusta Health's hospital incident command structure was activated on March 13, 2020, in response to COVID-19, priorities shifted dramatically.

Establishing a Well-Functioning HICS Augusta Health's paramount priority in 2020 was keeping its team members safe while caring for a community impacted by a pandemic. The organization's hospital incident command structure developed and activated an unexpected and all-consuming "product line" to manage COVID-19.



The HICS transformed the hospital almost overnight: carving out negative pressure respiratory care units within the hospital to care for COVID-19 patients; creating an essential negative pressure hallway within the ED; converting an urgent care center to a respiratory assessment center and mass testing center and directing anyone with respiratory symptoms to seek care at that single location; establishing a COVID-19 care call center; and coordinating all the policies, procedures, staff and supplies needed to plan and care for a surge in patients.

### Implementing a Clear Strategic Plan

In 2019, Augusta Health's board of directors approved a five-year strategic plan, Journey 2025, a comprehensive directive to meet the community's emerging health needs. The plan defines eight driving strategies, implementation tactics and quarterly milestones. Several tactics are combined into the organization's Enhanced Access driving strategy, including primary and specialty outpatient satellites in three geographic locations; a dedicated diabetes center on campus; virtual health through telemedicine; and a dedicated outpatient facility on campus to accommodate the community's growing need for accessible and affordable outpatient services.

### Deploying Frequent Communication

Since March 2020, the staff and community have received regular communication about hospital activity and community trends. Augusta Health is the community's primary healthcare provider; therefore, it was essential that the organization communicate critical information about the pandemic proactively. Though the primary content of communications has been COVID-19-related, progress on other hospital projects also has been incorporated into messaging.

Internal email messages from the CEO and virtual town halls provided staff an opportunity to address Augusta Health leaders in a Q&A format. During the rapid evolution of the COVID-19 response in spring, employee communications were sent daily for the first 45 days and then twice weekly. A COVID-19 section was created on the hospital's website with statistics, informative articles and updates on the hospital's policies and procedures. Clear and consistent messaging to the media reduced community concerns and promoted safe and healthy behaviors. More than 550 internal and external communications were deployed in 2020.

### Taking Care of Us

As the largest private employer in the area, Augusta Health pledged there would be no furloughs during the pandemic. Employees who elected to remain full time were retrained and redeployed to directly support COVID-19 efforts. Additional employee support included childcare assistance; ready-to-eat, take-home family meals from the cafeteria; and free hotel accommodations. The system also

provided professional, emotional and spiritual support, and the community supported the staff through donated supplies and visible messages of encouragement.

With anxieties mitigated and jobs secure, the team has continually been able to focus on patient care at a time when it is desperately needed.

--Adapted from "Keeping the 'Community' in Community Hospital," *Healthcare Executive*, Mary N. Mannix, FACHE, president/CEO of Augusta Health, Fishersville, Va.



## ACHE News

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

## Save the Date: 2022 Congress

Mark your calendar for the [2022 Congress on Healthcare Leadership](#), March 28–31, at the Hyatt Regency Chicago.

This year's Congress agenda has more than 150 education and networking sessions. Featured faculty for 2022 Congress includes:

- Jon Meacham—Opening Session: Parker B. Francis Distinguished Lecture on Monday, March 28.
- Ashish K. Jha, MD—Arthur C. Bachmeyer Memorial Address on Monday, March 28.
- Nancy Snyderman, MD—Malcolm T. MacEachern Memorial Address on Tuesday, March 29.
- Hakeem M. Oluseyi, PhD—Leon I. Gintzig Commemorative Address on Wednesday, March 30.

Some new additions to Congress this year:

- Joint Federal Sector Day—Thursday, March 31.
- Ignite Stage in the Solutions Center.
- CEO-Exclusive sessions.
- Expanded networking reception options.

Registration opens on **Wednesday, Dec. 1.**

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## ACHE Announces Nominating Committee 2022 Slate

The ACHE Nominating Committee has selected a slate of leaders to be presented for approval at the Council of Regents Meeting, March 26. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting in March. The 2022 slate is as follows:

### **Nominating Committee Member, District 1 (two-year term ending in 2024)**

Christine C. Winn, FACHE

Senior Vice President, MD Anderson Cancer Center Institute and Physician Alignment

Cooper University Health Care

Camden, N.J.

### **Nominating Committee Member, District 4 (two-year term ending in 2024)**

Todd A. Caliva, FACHE

CEO

HCA Houston Healthcare Clear Lake

Webster, Texas

**Nominating Committee Member, District 5 (two-year term ending in 2024)**

Jennifer D. Alderfer, FACHE

President

SCL Health/Good Samaritan Medical Center

Lafayette, Colo.

**Governor (three-year term ending in 2025)**

Noel J. Cardenas, FACHE

Senior Vice President/CEO

Memorial Hermann Southeast and Pearland Hospitals

Houston

**Governor (three-year term ending in 2025)**

Michael K. Givens, FACHE

Administrator/COO

St. Bernards Medical Center

Jonesboro, Ark.

**Governor (three-year term ending in 2025)**

Michele R. Martz, CPA, FACHE

President

UPMC Western Maryland

Cumberland, Md.

**Governor (three-year term ending in 2025)**

Dodie T. McElmurray, RN, FACHE

CEO, Community Hospitals

The University of Mississippi Medical Center

Grenada, Miss.

**Chair-Elect**

Delvecchio S. Finley, FACHE

President/CEO

Atrium Health Navicent

Macon, Ga.

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents Meeting.

Additional nominations for the offices of Chair-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Petitions must be received in the ACHE headquarters office (American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council of Regents.

Thanks to the members of the Nominating Committee for their contributions to this important assignment:

Heather J. Rohan, FACHE

Michael J. Fosina, FACHE

John G. Faubion, FACHE

Col Stephanie S. Ku, FACHE

Jayne E. Pope, FACHE

John M. Snyder, FACHE

Jhaymee Tynan, FACHE

Peter J. Wright, FACHE

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## **ACHE Call for Nominations 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](mailto: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.

The first meeting of ACHE's 2022–2023 Nominating Committee will be held in spring 2022.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chair-Elect and Governor will be interviewed. All candidates will be notified in writing of the committee's decision 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](mailto:jnolan@ache.org).

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## Update Your Member Questionnaire on My ACHE

We want to know more about you. Don't forget to complete your [member questionnaire](#), so we can improve our engagement and communication with you.

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## Find New Opportunities with ACHE's Job Center

Did you know you can apply for healthcare management positions quickly and easily with [ACHE's Job Center](#)? This member-exclusive resource allows you to search through more than 2,000 open positions across the U.S. based on preferences such as organization type, location and desired salary. We also have internships and fellowships available to help students and recent graduates navigate new opportunities. All members have the option of posting a resume to enhance their job search capabilities and gain more exposure to potential employers. To provide additional value, the Job Center offers a [Career Learning Center and On-Demand Content Library](#) to help you enhance your resume and advance your career. To take advantage of these resources and more, visit [ache.org/JobCenter](https://www.ache.org/JobCenter).

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## Call for Proposals: Management Innovations Poster Session

ACHE is inviting authors to submit narratives of their posters for consideration for the [37th Annual](#)

**[Management Innovations Poster Session](#)** to be held at the 2022 Congress on Healthcare Leadership. This is a unique opportunity for authors to share the innovative work being done at their organizations with other healthcare leaders. We are interested in innovations addressing issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or physician satisfaction, implementation of electronic medical records, uses of new technology and similar topics. Please go to [ache.org/CongressPosterSession](https://www.ache.org/CongressPosterSession) for the full selection criteria. Narratives should be submitted as an email attachment to [PosterSessions@ache.org](mailto:PosterSessions@ache.org) by **Jan. 18, 2022**.

East Tennessee Healthcare Affiliation | [www.myethea.com](http://www.myethea.com)