



# ACHEMT

American College of Healthcare Executives  
of Middle Tennessee

Fall 2018



## President's Pen

Trent Beach, FACHE  
ACHE-MT

Dear Colleagues:

I want to welcome members who have joined our chapter as either new to ACHE or transferring from other chapters. We look forward to collaborating with you and getting to know you better. We hope you will find the chapter a great place to network and pursue your career interests. There is so much going on in our chapter that should support you. A quick look at our website, should lead you to all the opportunities. I encourage you to jump right in!

For those of you who have been with us for a while, you are aware of the great programming and other member services we facilitate. We have such an exciting year of available education, networking, and other programs. Much of this programming is still ahead of us. The final portion of this year is power-packed. You will want to stay in touch with all these happenings through our website, newsletters, LinkedIn, and Twitter.

All the credit for this goes to our incredible member-volunteers. Our elected Board, along with scores of committee members, have worked tirelessly to execute our ambitious plan. I cannot be more proud of this work and the impact it is having for our members. Not only are the number of programs and networking events expanded, but participation and member feedback have continued to rise as well.

We are presently planning an on-location full-day educational event with a networking opportunity. This will be our chapter's first and will benefit those of you advancing to Fellow, those working on renewal, and those looking to grow and meet others. Leading this effort is Lee Ann Benson, FACHE. In planning last year, I challenged Lee Ann with helping our chapter take that next step...to bring such a program to Nashville! She and volunteers with whom she is working, have risen to the ask. We will be announcing this program for registration very soon. With Board support, we will offer this incredible program with very reasonable registration fees for members. This is our way of supporting you and your educational needs right here in Middle Tennessee. I hope to see you there.

Overall, I am pleased to say our chapter's growth has been strong; we stand in a good financial position; and are, by many measures, in our best year yet. Having insight into your President-Elect Anna Pannier's planning... I anticipate you will see even bigger plans and member value next year.

It's all happening...

Trent Beach, FACHE

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Be sure to check out our website [www.achemt.org](http://www.achemt.org)!



## Maximize Your Leadership with ACHE's CareerEDGE

Are you taking advantage of your complimentary access to [ACHE's CareerEDGE®](#)? More than 4,300 of your fellow ACHE members have registered for this unique and interactive tool designed to support you in planning and managing your career. Early careerists and senior executives alike can use the tool to support their own career development as well as those they lead. CareerEDGE includes free assessments and tools to enhance your self-awareness as well as a comprehensive framework that makes it easy to map a plan to achieve your goals. Visit our [CareerEDGE webpage](#) to login and explore CareerEDGE today!

## Message from Your ACHE Regent

Charlotte Burns, FACHE

Dear Colleagues:

I hope that each of you are enjoying your summer and are taking the opportunity to get involved in your local chapter. I encourage you to check out the chapters' websites to get information on upcoming educational events and networking activities: [ACHEMT](#); [ETHEA](#); [MCHE](#)

On October 17, our three local chapters will be collaborating with the Tennessee Hospital Association (THA) at the THA Annual Meeting to offer an affordable educational session providing 3 hours of face-to-face credit hours. On October 19, the annual ACHE breakfast will be held in collaboration with THA, and Charles D. "Chuck" Stokes, FACHE, ACHE's Immediate Past Chairman, will be the guest speaker. I hope to see you there!

You should have received an email from ACHE on August 16, announcing a modest increase in the 2019 membership dues approved by the ACHE Board at its June meeting. Since 2004, ACHE has held dues steady, yet inflation has increased 36% during the same time-period. The dues increase will enable ACHE to continue to offer services based on member needs and a changing healthcare environment. I hope you will agree with me that you receive an incredible value for your dues including top-notch education and networking opportunities, access to the premier FACHE® credential, publications, career resources, and events through your local chapter. The 2019 dues increases are based on type of and/or tenure of membership:

- Members with 1–2 years tenure: \$10 increase
- Members with 3–5 years tenure: \$15 increase
- Members with more than 5 years tenure: \$20 increase
- Fellows: \$20 increase
- International Associates: \$10 increase

The increase will **not** affect Students, Faculty, Life or Retired members. For more information, see the [2019 Dues Increase FAQs](#).

Finally, I would like to take this opportunity to introduce you to the members of the Regent Advisory Council (RAC). The members assumed their duties in June and are representative of members across our state. The RAC is divided into three committees, and the chairs and members of each committee are listed below:

### 2019 Dues Increases

- *Members with 1–2 years tenure: \$10 increase*
- *Members with 3–5 years tenure: \$15 increase*
- *Members with more than 5 years tenure: \$20 increase*
- *Fellows: \$20 increase*
- *International Associates: \$10 increase*

*The increase will **not** affect Students, Faculty, Life or Retired members. For more information, see the [2019 Dues Increase FAQs](#).*

### REGENT ADVISORY COUNCIL

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 Lee Ann Benson, FACHE  
 Joanna Conley, FACHE  
 James Decker, FACHE  
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 Bart Liddle, PhD  
 Andrew McDonald, Sr., FACHE  
 Nate Naugle, FACHE  
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#### AWARDS COMMITTEE

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 Michael Hatmaker  
 Lisa Piercey, MD, FACHE  
 Joseph Winick, FACHE  
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 Michael Hatmaker  
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 Anna Pannier, FACHE  
 Parry Qualls  
 David Rosenthal, PhD  
 Joseph Winick, FACHE  
 Beth Woodard, PhD

If you have any thoughts for any of the committees, or have suggestions on other ways that the RAC can be of assistance, please contact me or one of the RAC members in your area.

I am honored to serve as your Regent. Please feel free to contact me at any time by email at [charlotte.burns@hcahealthcare.com](mailto:charlotte.burns@hcahealthcare.com) or by phone at (615) 512-9082.

**Charlotte Burns, FACHE**  
**Regent for Tennessee**

## Upcoming Events—Save the Date!

### ACHEMT Lunch & Learn—Leading a Successful Multigenerational Organization

**September 27, 2018**

11:00 AM CDT - 1:00 PM CDT

Tennessee Hospital Association  
5201 Virginia Way  
Brentwood, TN 37027

### 3rd Annual Fall Networking Event

**October 4, 2018**

5:00 PM CDT—7:00 PM CDT

Bar Louie Nashville, 314 11th Avenue South  
Nashville, TN 37203

### Innovators and Incumbents Series: TN HIMSS

**October 9, 2018**

5:00 PM CDT—7:30 PM CDT

OneCity, 8 City Boulevard  
Nashville, TN 37209

ACHEMT members can register at TN HIMSS member rate. Part of an ongoing effort to collaborate with other Professional Middle TN organizations.

### Fellow Exclusive: Coffee and Conversation with Janet Meeks, Author of 'Gracious Leadership'

**October 11, 2018**

7:30 AM CDT—9:00 AM CDT

Lipscomb University Ezell Center  
One University Park Drive  
Nashville, TN 37204

### Lunch Event: Gracious Leadership—Lead Like You've Never Led Before

**October 11, 2018**

11:30 AM CDT—1:00 PM CDT

Please note that lunch starts  
St. Thomas Midtown, 2000 Church Street  
Nashville, TN 37236

Please arrive early for parking/walking to the meeting location.

### Tennessee Hospital Association Annual Meeting

**October 17, 2018—October 19, 2018**

8:00 AM CDT—4:00 PM CDT

Franklin Marriot Cool Springs  
700 Cool Springs Boulevard  
Franklin, TN 37067

### ACHE Face-to-Face Sessions/Lunch

**October 17, 2018**

11:15 AM CDT—4:00 PM CDT

ACHE Breakfast: An Overview of ACHE's Current Strategy and Initiatives

**October 19, 2018**

8:00 AM CDT—9:45 AM CDT

### Susan G. Koman Race for the Cure 5K

**October 27, 2018**

Brentwood, TN

### Leading in a Changing Environment: Focus on Population Health

**November 2, 2018**

8:00 AM CDT—4:00 PM CDT

Monroe Carell Jr. Children's Hospital at Vanderbilt  
2200 Children's Way  
Nashville, TN 37232

### Annual Meeting

**November 15, 2018**

5:30 PM CST - 8:00 PM CST

## Susan G. Koman Race for the Cure 5K

The Career Advancement Committee is signing-up a team to walk together and promote this cause to improve health and wellness and advance important research. The walk will be held in Brentwood, TN on October 27th. Click the link [here](#) to register for our team or make a donation. If you have questions about the ACHEMT team, please email Olivia Spiro Bryant at [oliviacs23@gmail.com](mailto:oliviacs23@gmail.com).

*Please sign up to join us in person at our events by visiting our [Events webpage](#) or through event invitation emails!*

## Forum Member Directory Connects Executives With Healthcare Consultants

The [Healthcare Consultants Forum Member Directory](#) is a resource for healthcare executives and organizations seeking the services of a healthcare consultant with a specific area of expertise.

*Are you a healthcare executive searching for a consultant?* The directory's robust search functionality can help identify ACHE Consultant Forum Members who may meet your needs.

*Are you a consultant looking to gain visibility with decision makers?* Join the [Healthcare Consultants Forum](#), and select your primary area of expertise now!

## PLANNING FOR CHANGE...Actions Speak Louder Than Words

James G. Easter, Jr., MArch, Principal  
Easter Healthcare Consulting (Ehc)

Many feel change involves divine intervention, others suggest it is predictable, manageable, and controllable. I believe there is a bit of “all the above” in these words. Change is also challenging, painful, and exciting! This is certainly true when LEADERSHIP works in tandem with the ACTIONS to facilitate the changes. ACHEMT is a good example of an evolving and changing organization. My three years as a new member of ACHE have been robust and exhilarating. When we speak of “process improvement”; terms spoken often within our healthcare community, a bit of tension occurs. In planning and architecture, we are catalysts for change, often asking the question...”why have you always done it that way”?

The positive side of this situation is best evaluated in the context of one’s personal situation. It is also part of the ORGANIZATIONAL VISION and MISSION, hopefully our business legacies will be enduring and not static. Possibly this is the genesis of “healthy and productive” leadership. Fear does not build consensus or empower team members to rally around the cause. Passion and hope do inspire change. Understanding the GOALS AND OBJECTIVES through clearly defined expectations and outcomes work best. At the onset of organizational improvements, one can sense a feeling of anxiety, possibly even some cynicism from factions within the family. Defining the AGENDA, outlining the Leadership Team, and orchestrating the approaches in advance of the actions will certainly reduce this stress. QUESTIONS to ask include:

- Why Change At All?
- What Is Benefit...Added Value?
- Do We All Have to Share In This Effort?

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### **Are You Due to Recertify Your FACHE Credential in 2018?**

*Demonstrate your continued dedication and commitment to lifelong learning by recertifying your FACHE® credential. Login to [my.ache.org](http://my.ache.org) to learn when you are due to recertify. Please submit this application no later than Dec. 31.*

*For more information, please visit [ache.org/Recertify](http://ache.org/Recertify). You may also contact the ACHE Customer Service Center at (312) 424-9400, or email [contact@ache.org](mailto:contact@ache.org).*

## How is ACHEMT working with our local Universities?

ACHE of Middle Tennessee actively engages local universities by having them join the ACHE Higher Education Network (HEN). The requirements for university HEN participation include:

1. Regionally Accredited University
2. With Degree, Major, or Concentration in Healthcare Management
3. Sign a commitment agreement identifying professor sponsor

HEN Member institutions then receive the following resources from ACHE:

1. ACHE Publications
2. Reduced fee for ACHE Congress on Healthcare Leadership for program director
3. Dedicated Web area to help program directors provide valuable student experience

In addition, the Middle Tennessee Chapter has created additional scholarships and incentives for our HEN Members. This includes:

1. \$10 student member charge for programs
2. Free career advancement and networking events
3. Mentor-mentee matches
4. \$750 HEN credit toward students attending programs (covers 25 free attendees)
5. Scholarship of \$750 for highest participating HEN program

Who are our Tennessee HEN members?

Baptist College of Health Science, Memphis, TN  
Belmont University, Nashville, TN  
Lipscomb University, Nashville, TN

University of Memphis, Memphis, TN  
Vanderbilt University School of Nursing, Nashville, TN  
Trevecca Nazarene University, Nashville, TN

If you are interested in learning more about Student Membership or HEN participation, please contact: John Baldwin,

[John.Baldwin2@hcahealthcare.com](mailto:John.Baldwin2@hcahealthcare.com)

## Member Updates

Congratulate our New Fellows, Recertified Fellows, and New Members!

### New Fellows

#### July

John White, CPA, FACHE, Nashville

#### September

Dan Ryan, FACHE, Franklin

### Recertified Fellows

#### June

Andrew D. McDonald, Sr., FACHE, Brentwood

Susan Peters Mitchell, FACHE, Brentwood

P. Paul Smith, Jr., FACHE, Franklin

Fahad Tahir, FACHE, Nashville

#### August

Charlotte C. Burns, RN, FACHE, Brentwood

### New Members

#### June

Cody Adams

Hollis Cuffie

Lynne R. Morgan, MD

Richard J. Palumbo

Jacqueline D. Yokley, CPA, Nashville

#### July

Kaysha Hervey, MHA, Nashville

Elizabeth Hillner, Clarksville

Charles K. Jackson, Franklin

Barbara A. Jones

Jason T. McPherson

Jared S. Meggs

Justin Mooneyhan, Nashville

Torrence A Spencer, Mount Juliet

Michael Taylor, Nashville

Sam Weitzel

#### August

Jennie H. Alderman

Lisa A. Anderson

Rob Borella, Brentwood

CPT Robert D. Carter, MBA, BSN, RN

Nathaniel J. Hartmann, BMA

Chad Hinton, MBA-HM

Meagan L. Howard, Nashville

Jeffrey J. Kimmell, Brentwood

Brittany Nabors, Brentwood

Elizabeth Nix, MBA, Nashville

Susanne Powelson, Nashville

Katie E. Rall

Jennifer Ramsey, MBA, BSN, RN

Kevin J. Tennant, MBA

Judi B. Wright

#### September

Wayne D. Blanchard, MBA, Brentwood

Kevin Cleveland, Nashville

Jay Crosson, Nashville

Daniel Forman, Brentwood

John W. Goodman, MHA

Amanda Newell, Brentwood

Ashwin S. Sastry

**Have you started a new job or been promoted recently? Are you planning to retire?**

If the answer is yes, then get yourself listed in the "On the Move" section of *Healthcare Executive* magazine! All you have to do is email the job title, organization and location of both your former and your new job, as well as a high-resolution headshot, to [he-editor@ache.org](mailto:he-editor@ache.org).

## Increase in Healthcare M&A Activity Continues in 2018

The number of hospital and health system partnership transactions continues to climb, with a total of 50 transactions announced in the first half of 2018, according to a recent analysis by Kaufman Hall.

Activity remains particularly strong among not-for-profit hospitals and health systems, with 16 of 21 transactions announced in the second quarter involving acquisitions by such organizations, compared to five transactions by for-profit acquirers. When combined with first-quarter results, more than 76 percent of deals announced in the first half of 2018 involve not-for-profit acquirers, while less than 24 percent involve for-profit acquirers.

"Not-for-profit hospital and health system leaders nationwide are moving aggressively to broaden their organizations' base and expand their presence, extending capabilities across larger geographies in order to address continued uncertainty in the industry," said Anu Singh, managing director at Kaufman Hall. "Partnerships provide them the size and enhanced positioning within their markets to help ensure that these legacy organizations can continue their missions of providing vital care in the communities they serve."

Here are four additional findings from the report:

- Two transactions announced in the second quarter are among larger organizations with revenues between \$500 million to \$1 billion.
- Three transactions announced in the second quarter involved religious-affiliated organizations acting as acquirers, and one involved a religious-affiliated target.
- Three transactions involved academic health systems acquiring other organizations.
- Three deals involved less than fully integrated transactions with the establishment of management services agreements.

—Adapted from "[Hospital Merger and Acquisition Activity Continues to Rise, According to Kaufman Hall Analysis](#)," Kaufman, Hall & Associates, July 12, 2018.

Continued from page 4 . .

- Can We Define What We Hope to Achieve?
- What's In It For Us?

The answers to these questions are all intertwined and linked to this basic concept;

*Through Healthy and Sensitive Change,  
People Gain **Confidence** in Leadership, Learn **Creative** Ways to Operate and  
Often, Through the Process, **Reduce Waste** and **Improve** Results.*

Lots of words in this statement, possibly it's applicable to ACHEMT or, better yet, rural healthcare in America. Can we change the trends of rural flight to suburban and rural communities? Can we change the GREYING OF AMERICA and the loss of rural industry? If NO, what can we do? We can change the way we approach care to those communities under stress. Yes, we can modify those Critical Access Hospitals (CAH), those larger public hospitals, and create WORKING RURAL PARTNERSHIPS with incentives to link, network, and downsize. Do we compromise care if our hospital changes...not really? The CHANGE REDUCES the WASTE, improves the COMMUNICATIONS, invites INNOVATION into the region with TeleMedicine, Transportation, and Resource Innovation, as key factors.

The hospitals change to become health + healing and the locales become POST ACUTE CENTERS of care and rehabilitation. Those things our rural residents (ones who remain) need to include;

- *Urgent and Emergent (Episodic) Intervention*
- *Awareness, Guidance and Direction*
- *Urgent and Emergent Transport*
- *Warm, Caring and Hospitable Places for Intervention With Longer Term Residential Care*
- *Memory Care*
- *Assisted Living*
- *Hospice Care*
- *Spiritual and Respite Care*
- *Skilled Nursing and Longer Term Residential Nursing Care*
- *Diagnostic and Rehabilitation Support*

Yes, easier said than done, but economically and operationally much more appropriate than the "attempted retention" of an ACUTE CARE HOSPITAL that is over-sized, non-compliant, and functionally obsolete. The rules, the licensure, the operational procedures and yes, the **design must change**. The day of the GRANDFATHER CLAUSE is over. ACHEMT and nationally can be a catalyst for these advancements!

## ACHE Communities Can Enhance Members' Experience

ACHE offers four community groups that align with our members' professional backgrounds and commitment to diversity and inclusion. Encourage members in your area to join any of the communities that meet their professional needs and goals (pending satisfaction of eligibility requirements).

ACHE Forums: [Asian Healthcare Leaders](#) | [LGBT](#) | [Healthcare Consultants](#) | [Physician Executives](#)

Sign up today! Join or renew one or more of these groups for an annual fee of \$100 each in addition to your ACHE membership dues. All benefits are accessible online and include a quarterly newsletter, an exclusive LinkedIn Group and special designation in ACHE's online Member Directory.

**Questions?** Please contact Liz Catalano, marketing specialist, Division of Member Services, at [ecatalano@ache.org](mailto:ecatalano@ache.org) or (312) 424-9374, or Erika Joyce, assistant director, Division of Member Services, at [ejoyce@ache.org](mailto:ejoyce@ache.org) or (312) 424-9373.

## Are You Leading for Safety?

Healthcare leaders are guided by the highest calling—to care for those who entrust their care to us. This means that we must keep our patients and workforce safe. Improving healthcare safety requires leaders who are committed to take a stand.

That is why ACHE has partnered with the Institute for Healthcare Improvement/National Patient Safety Foundation Lucian Leape Institute and other safety experts to help healthcare leaders take a stand.

Join us and commit to leading for safety by signing the We Lead for Safety pledge online at [ache.org/Safety](https://ache.org/Safety). While you are there, you can find resources, tools, self-assessments and best practices to help your organization measure, build and sustain a culture of safety.

## IHI Publishes Guide for Providing Safe Home Healthcare

Millions of people are recovering from acute illness or coping with chronic conditions in their own homes, but their care may not always be delivered under the safest of conditions, according to a new report from the Institute for Healthcare Improvement.

Care in the home is increasing due in part to rising healthcare costs, an aging population, patient preference and advances in technology that allow for some complex care to be administered locally.

Home care has its advantages—including greater autonomy for care recipients, lower risk of certain complications (such as sleep disruption) and lower costs—but IHI cautions that in order to achieve these benefits, healthcare providers must be cognizant of risks of harm in the home setting as well. Potential issues include injuries due to physical hazards or medical equipment, pressure injuries, infections, poor nutrition, adverse events related to medication or other treatment, potential abuse or neglect, and healthcare worker burnout.

To help promote safe, person-centered care in the home, IHI's report outlined the following five guiding principles:

1. Self-determination and person-centered care are fundamental to all aspects of care in the home setting.
2. Every organization providing care in the home must create and maintain a safety culture.
3. A robust learning and improvement system is necessary to achieve and sustain gains in safety.
4. Effective team-based care and care coordination are critical to safety in the home setting.
5. Policies and funding models must incentivize the provision of high-quality, coordinated care in the home and avoid perpetuating care fragmentation related to payment.

As the numbers of people receiving care at home continue to increase, we hope this report will serve as a useful reference for those committed to building on that foundation," said Tejal K. Gandhi, MD, CPPS, chief clinical and safety officer for IHI.

—Adapted from "[Health Care Services At Home Outpacing Attention To Safety](#)," by Joanna Clark, Institute for Healthcare Improvement, July 16, 2018.

### ACHEMT Member Scholarship Program

ACHEMT is pleased to announce the creation of a new scholarship program for its Members. The scholarship program will award a total of \$5,000 to help offset expenses associated with obtaining Fellow status or attending ACHE and ACHEMT events.

Awards will be provided in the following amounts:

Level 1 (Top two applicants) = \$1,500 each

Level 2 (Third Place) = \$500 each

Level 3 (Top 6 Remaining Applicants) = \$250 each

Additional communications will be forthcoming and will outline the application process.

This would not be possible with the generosity and commitment of our Membership and Sponsors. We are grateful to be able to give back through programs such as these.



### Offering a Postgraduate Fellowship? ACHE Can Help

If your organization is offering a postgraduate fellowship for the upcoming year, we encourage you to add it to the Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](https://www.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 the [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, Division of Member Services, at (312) 424-9308 or email [ameyer@ache.org](mailto:ameyer@ache.org).

## 2018 Chapter Officers and Board Members

### ACHE NEWSLETTER

Please contact us if you have questions, comments or requests in regards to ACHEMT by emailing us at [info@achemt.org](mailto:info@achemt.org)

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 Anna Pannier, FACHE  
 Charlotte Burns, FACHE  
 Dan Ryan, FACHE  
 Peter Harmon  
 Laurie Babin, FACHE  
 Lauren Scudder, FACHE  
 Vikram Bollu, FACHE  
 vacant  
 Jim Easter  
 vacant  
 Lee Ann Benson, FACHE  
 Jordan Kendig  
 Natasha Kurth  
 vacant  
 Marsha James  
 Cody Schmits  
 Joanna Conley, FACHE  
 Jim Goodloe, FACHE

## Interested in Contributing to our Newsletter?

ACHEMT Communications Committee is now seeking editorial content and reporters for future Newsletters. We are happy to publish white papers, case studies, event reports, news about ACHEMT members and their activities and much more! Email Vikram Bollu, FACHE, 2018 Communications Committee Chair at [Vikram.Bollu@hcahealthcare.com](mailto:Vikram.Bollu@hcahealthcare.com) for more information on how you can participate and support your chapter.



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Sponsors subsidize our programs through annual sponsorships or through sponsoring specific events. ACHEMT is honored to have so many generous Sponsors. **Many upcoming events are available for Sponsor opportunities at a cost of \$1000.** This is a great way to align your organization's interests with important topics and our healthcare executive community. Please contact Natasha Kurth for more information.

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