ACHEMT
American College of Healthcare Executives
of Middle Tennessee

An Independent Chapter of

American College of Healthcare Executives

MIDDLE TENNESSEE CHAPTER NEWSLETTER

FROM THE ACHEMT PRESIDENT

Happy New Year, ACHE of Middle Tennessee!

As we welcome 2020, I'm filled with excitement for the opportunities that lie ahead. I'm also filled with gratitude for everyone and the strides made over the past year. I'm emboldened by the momentum we have built and the path ahead is further paved as I ascend the chapter.

I am also honored to embrace our incoming board leadership team. Their commitment to the chapter's mission, their passion for value and dedication will guide us in elevating healthcare leadership across our region. Their expertise and commitment to our members will be instrumental in ensuring we continue our exceptional development and career growth for our members.

In 2020, we remain focused on our goal to elevate local leadership education, networking, and career development that prepares our membership for the challenges and opportunities ahead. We will do this by: 1) Leveraging our chapter's strengths to better serve our members 2) Ensure our chapter is continued growth and impact. Over the coming months, we will be reaching out to our members, partners and other opportunities for input. Your feedback is critical as we develop how ACHE of Middle Tennessee can continue to bring value to our members, our partners and our community. We look forward to share your thoughts and ideas—we want to hear from you!

Thank you for your ongoing support and commitment. Together, let's keep building and improving our chapter experience as we lead into the future of healthcare. See you in Houston at ACHE Congress on Leadership, March 22 - Register: https://www.ache.org/

Warm regards,

Carol Polacy

President, ACHE of Middle Tennessee

A MESSAGE FROM YOUR ACHE REGENT

Carol Mc Hugh! around our ACHE members from across our region! I am pleased to share information about our undergraduate and graduate programs across Tennessee. Ironically very participating in these sessions. Invoiti, Tennessee Wesleyan University, Lincoln Memorial University students. If all cases, I have the ability to connect with students about my journey and speak about what I would do the same or differently if I had the opportunity to make decisions again.

In addition to the undergraduate and graduate level programs that I associate with as Regent, the great chair we had the opportunity to hear about the students from one of our programs at Lincoln Memorial University. Their ability to make each year at our faculty and I always find it invigorating. I am's think of many things more inspiring than being able to see students who are in their first year of their career path and are so excited. Another one of our programs that I am fortunate enough to attend is the Tennessee Wesleyan University. Their ability to make students feel at home and to form a close mentoring system then helping to patients at their greatest level of need.

One of the concerns I know that several through Regent University, Lincoln Memorial University, College of Healthcare Executives (ACHE). Their networking in educational opportunities to assist students in their professional development. Opportunity for scholarships or of a great opportunity to take advantage of all that ACHE offers, and Grace that leads to a lifelong career. Thank you for your time, I look forward to the opportunity to meet with you in the near future.

Lastly, I want to let the group know that this will be my last message as the Regent for Tennessee. My family and I have needs the decision to relocate out of our great state, and I am looking forward to the next chapter of life. I have enjoyed accomplishing goals/ideas with ACHE, whether as a Regent or as a cast of the local chapter. It has not only enjoyable but I have learned so much from our ACHE healthcare leaders from across the globe.

I will look forward to staying connected and seeing you at ACHE 2020 Congress on Healthcare Leadership!

My best to each of you,

Tim

UPCOMING EVENTS

Stand on membership landings, we have calendared events throughout the year so that you can save the date and continue meeting great people!

JAN 23

2020 ACHEMT HEALTHCARE LEADERS PANEL

Member Exec Calendar: 2020 ACHEMT Healthcare Leaders Panel on Developing High Performing Teams

View Details ➔

REGISTER

JAN 28

Q1 2020 BOARD OF GOVERNORS EXAM - REVIEW COURSE

Calendar is displaying in Value in 2020

View Details ➔

REGISTER

FEB 27

WINE AND WHISKEY

An opportunity to relax and network!

View Details ➔

MAR 13

ACHEMT ORIENTATION

World Class ACHEMT Volunteer Orientation!

View Details ➔

MAR 13

FACHE OVERVIEW WEBINAR

Prepare for the Board of Governors Exam to Become a Fellow!

View Details ➔

MAR 21

HFMA MARCH MADNESS PARTNER EVENT

An Opportunity to network!

View Details ➔

MAR 23

ACHE 2020 CONGRESS ON HEALTHCARE LEADERSHIP

Attend with over 5,000 healthcare leaders in Houston, March 20-27, 2020. A dynamic conversation, discussion, and exchange of ideas and information. Hear from the best thinkers regarding Opening Session on leading with courage, trust and mutual respect.

View Details ➔

MAY 30

WINE AND WHISKEY

An Opportunity to relax and network!

View Details ➔

SEP 18

ACHEMT ORIENTATION

World Class ACHEMT Volunteer Orientation!

View Details ➔

SEP 26

WINE AND WHISKEY

An opportunity to relax and network!

View Details ➔

OCT 3

COOKING FOR A CAUSE

Serve the Detroit Networking and Partnership Event

View Details ➔

OCT 25

VANDERBILT TAILGATE (AUBURN @ VANDERBILT)

Come to enjoy Partnership and have some fun!

View Details ➔

NOV 25

ACHEMT ORIENTATION

World Class ACHEMT Volunteer Orientation!

View Details ➔

DEC 10

ACHEMT HOLIDAY PARTY

Come and enjoy great food, friends, fellowship, and Holiday spirit!!

View Details ➔

ACHEMT 2024 ANNUAL MEMBERSHIP MEETING AWARDS

The Board of ACHEMT congratulates the following professionals for their outstanding commitment to leadership excellence!

During the annual November meeting of the American College of Healthcare Executives of Middle Tennessee, the nominating subgroup, 2024 President **Jane Pennington FACHE**, was honored with the prestigious **Regent's Award** in recognition of her outstanding contributions to the mission of ACHE, leadership and professional development. A distinguished ACHE Fellow, she is highly regarded by her peers for her commitment to the mission of ACHE and its professional leadership activities. Recognized for her calm demeanor, patient and steadfast diligence, she has consistently exemplified the ideals of the Regent's Award. Jane's service to her peers, colleagues, **President** of the ACHEMT Chapter, her leadership, leadership to sustain the organization and steadfast commitment to the mission of ACHE and the ACHEMT Chapter stand as a lasting tribute to a phenomenal friend of the profession and the communities he serves. Jim Fortunato is a Fellow of the American College of Healthcare Executives and serving in the capacity of the American College of Healthcare Executives Regent's Award.

It is with gratitude that we recognize **Gary Shaw, LFNHAM,** for his outstanding contributions to the mission of ACHE and advancing healthcare leadership excellence. LFNHAM is a distinguished title awarded to retired healthcare executives who have demonstrated outstanding contributions to healthcare management and leadership as an ACHE fellow. Gary has also served for the **Volunteer Award**, an accolade that speaks to his commitment to the mission of ACHE and its volunteer community. Throughout the course of his career, Gary has consistently exemplified the core values of leadership, stewardship, and service. He has been instrumental in supporting healthcare professionals, promoting education, and advocating for continuous improvement has left a lasting impact on the healthcare industry and the community. The Board of ACHEMT and his colleagues efforts to advocate the field of healthcare leadership have not only fostered growth within the profession but have also ensured that future leaders have the guidance and continuity to the collective well-being of the communities he serves. His leadership in various initiatives, including mentorship programs and advocacy efforts, has innovation have set a notable standard of excellence.

On behalf of the ACHE Middle Tennessee Chapter, we extend our heartest gratitude to Gary for his unwavering contributions to the field. His work is a testament to the power of selfless leadership and the profound impact one can have on the healthcare profession. Congratulations Gary, and thank you for your continued dedication to advancing healthcare leadership excellence.

A MESSAGE FROM SAVANNAH BRITT, PROGRAMS CHAIR

CONGRESS AT HOME

Are you presenting or attending ACHE Congress this year?

Our Middle Tennessee chapter is looking for anyone who is attending Congress to share their experiences with us upon return! Are you willing to share your perspective from a particular session or meal with our local chapter? We would be able to provide a presentation slot for you at our next meeting, and that is present a topic to the chapter. This is a great opportunity to share information with ACHEMT chapter members, and we would also appreciate your feedback on Congress.

Also, if you are planning on attending, please let us know! We would like to arrange a group to go to Houston together! Contact me at savannah.britt@ache.org and we can arrange a group!

Thank you,

Savannah Britt

savannah.britt@ache.org

EDITOR'S CORNER

GARY SHAW, LFACH & MALIE WATULLES, MS, MPH

NAVIGATING CHANGE MANAGEMENT: CULTIVATING TRUST TRANSITION TO VALUE-BASED CARE

The shift from fee-for-service to value-based care (VBC) is one of the most transformative changes the healthcare industry has faced. While the goal—prioritizing patient outcomes and cost efficiency—is clear, the path to implementation is fraught with challenges, particularly in the realm of change management. Successfully navigating these challenges is essential for organizations aiming to thrive in the VBC era.

Effective change management starts at the top. Leaders must demonstrate unwavering commitment to the transition, convincingly and listening a shared vision throughout the organization. However, achieving leadership alignment can be challenging, requiring consensus-building and shared decision-making. Disparate priorities among executives, boards, and stakeholders can hinder progress, underscoring the need for collaborative strategies. The complexity of managing multi-stakeholder unified leadership strategies can ensure that all voices are heard and aligned with the transition goals.

These leadership strategies must acknowledge and prepare for cultural challenges of this magnitude, requiring a transparent mindset shift. Many physicians and staff members have ingrained habits and deep-rooted beliefs that can create cultural barriers, contributing to resistance. VBC emphasizes preventive care, collaboration, and patient-centered outcomes, which may conflict with traditional practices that prioritize volume over quality. At the same time, this change in practice may feel counterintuitive, especially when coupled with new performance metrics and financial accountability.

Facilitating this shift in mindset requires both clear communication and trust-building efforts. The "why" behind the change, and creating a culture where interdisciplinary collaboration is the norm.

Clear, consistent communication is a cornerstone of successful change management, but it often overlooked during the shift to VBC. Organizations must ensure that all stakeholders understand the change, the expected benefits, and the specific steps involved in the transition. This level of clarity can lower confusion and resistance, fostering a smoother transition. Moreover, organizations should develop a robust communication strategy that includes regular updates, forums for feedback, and transparent discussions about challenges and progress.

Fostering a culture that emphasizes interdisciplinary collaboration is essential for the success of VBC initiatives. Siloed departments and hierarchical structures can inhibit teamwork and information sharing. Breaking down these barriers requires leadership to promote cross-functional teams, establish shared goals, provide incentives for collaboration, and creating opportunities for shared learning.

From a clinical perspective, VBC requires fundamental changes to workflows, which can disrupt established routines and create resistance among staff. The transition to models that are based over a implementing care coordination initiatives often demands new processes and technologies. Staff may struggle with adapting to these changes, underscoring the importance of clear, consistent communication and comprehensive training aimed at ensuring a smooth transition. Leaders must be the change and lead by exemplary the highest standards of care.

Finally, the changes in incentives and workflows must be reflected in performance metrics and financial models. The shift from rewarding to patient outcomes and cost savings, across requires organizations to have complete performance metrics and robust financial models that can track key performance indicators and analytics capabilities. Implementing these systems is a significant undertaking, and without clear guidance, staff may feel overwhelmed by the complexity. Providing comprehensive support for EMR systems can ease the burden, and provide staff with the tools and training needed to measure and monitor progress effectively.

In conclusion, the transition to value-based care represents an significant shift in healthcare delivery. It demands strong leadership, effective change management, fostering leadership, fostering collaboration, redesigning workflows and training clinical staff, and adapting financial models. Organizations must overcome these challenges and create a sustainable path toward improved patient outcomes and financial performance.

ACHEMT 2025 BOARD MEMBERS

Immediate Past President, Jane Pennington, FACHE

Career Development Vice Chair, Laura Shoemaker, FACHE

Membership Vice Chair, Jeremy Whitaker

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Programs Vice Chair, Ed McCallum

At-Large, Patrice Mayo

At-Large, Troy Chisolm, FACHE