

ACHE SUMMER NEWSLETTER

ACHE ANNUAL BREAKFAST AND BUSINESS MEETING

The Grand Marriott Hotel in Point Clear, Alabama was the site for the ACHE Annual Breakfast and Business Meeting which was held in conjunction with MHA's 76th Annual Leadership Conference. The guest speaker for the event was Dan Wilford, President-Emeritus of Memorial Hermann Healthcare System in Houston, Texas. As I mentioned in my previous newsletter, Dan had served as CEO of North Mississippi Medical Center in Tupelo from 1974-1984 where I had the privilege of working with him. Dan is a former ACHE gold medal winner and had an interesting vocation as an NFL football official.

Dan's topic was *Leadership* where he weaved in stories of NFL football officiating to illustrate successful leadership qualities and traits. Dan spoke of the importance of spiritual values as the foundation for any leader. He pointed out that leaders, CEO's specifically, deal with a lot of ambiguity. The black and white issues should be solved and resolved at different levels of organizations, but the gray areas are what requires a strong, spiritual foundation with solid values. An interesting aspect of Dan's talk was when he discussed the benefits of looking forward and what is important next. He used the term "**SO WHAT, NOW WHAT?**" *So what* if you just finished the most successful, financial results in the previous quarter in history; *so what* if you just had the worst drop in your census, *so what, now what*. The important thing is *now what* are you going to do about it. That simple illustration and technique is an excellent way to continue focusing on the future while learning from the past.

In healthcare, we can do hundreds of beneficial and important things each day, but it is our job to identify and achieve those things that are most important in fulfilling our mission, vision and strategic plans. So the simple questions of "*so what*" and "*now what*" can serve us well. We appreciate Dan being our guest speaker. I heard many positive comments regarding his talk from a packed house at the ACHE Breakfast.

REGENT'S AWARDS

Also at the ACHE Business and Breakfast Meeting, it was my pleasure to present two Regent's Awards. The Early Healthcare Career Award was presented to Larkin Kennedy, CEO, Baptist Memorial Hospital in Booneville. Larkin has been described as a "diamond being polished" by the leadership team at Baptist. (I have been described by many as "old produce rotting.") Larkin is a native of the Mississippi Delta, a graduate of Mississippi State (the only blemish on his otherwise stoic administrative history), and the University of Alabama in Birmingham. Larkin did his residency with the Baptist Memorial System and remained on their leadership team. It is a pleasure to recognize Larkin, who has contributed to the goals of ACHE and represents what is best about early careerist.

The Senior-Level Healthcare Executive Regent's Award was present to Claude Harbarger, FACHE. Claude is the CEO of St. Dominic Memorial Hospital in Jackson. He has been active in ACHE for many years. He served as Regent and also as Governor on the ACHE Board of Governors. Claude is an excellent leader and demonstrates impeccable character and integrity in everything that he does. It is a pleasure to honor Larkin and Claude for the 2007 Regent's Awards.

Fred Hood, FACHE, Chapter President, told the affiliates in attendance that later this year the Chapter would need to make a choice on the type of chapter structure Mississippi would follow. Since the ACHE Business Meeting, the ACHE National Board, at its June meeting, voted to move to a fully unified chapter structure by January 1, 2009. Through a deliberative process of meeting with Regents, chapter leaders and numerous affiliates throughout the United States, it became clear for the ACHE Board of the numerous advantages to adopt a unified chapter structural model. This means that ACHE will adopt a similar structure as HFMA and that if you are a member of a local chapter then you would need to be a member of ACHE National. All ACHE affiliates would automatically become members of their local chapter. This will greatly enhance the dues rebate which chapters depend on to finance and support their

local programming. I am sure there will be direct communication to you about this important change as well as information on the ACHE web site.

CATEGORY I PROGRAMMING

On Wednesday afternoon, June 27, Mississippi Healthcare Executives hosted two Category I workshops. Panel members for the Medical Staff Relations Category I program included Mary Ellen Pratt, CEO, University Hospital, Lexington; Jim Gordon, M.D., retired physician from North Mississippi Medical Center and The Hunter Group and former medical staff leader; and Tim Mitchell, CEO, Biloxi Regional Medical Center, served as facilitator. This group talked about bridging the gap for success and understanding the perspective of the physician, executive and management medical staff relations, involving the medical staff leaders in strategies and operational decision-making and setting physician leaders up for success by giving them the tools to be effective leaders.

Career Positioning – Proactively Managing Your Professional Development

Moderator for this session was Fred Hood, FACHE. Panel members included Claude Harbarger, FACHE; Eddie Foster, FACHE; Emily Young-Holliman. Panelists discussed career progression, the approach they took, skills required for the future, and what to look for in job applicants. Up and coming rising stars such as Emily Young-Holliman discussed how they reached their point in their career, identifying working with a mentor, as well as the importance of involving a professional association.

Both Category I programs were well received.

REGENT THINK TANK – March 17, 2007

During the ACHE Congress Regents Meeting, I participated in a Regent Think Tank where we discussed the Regent as change agent and the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for ACHE. As you might imagine, there were strong opinions and comments resonating from Regents concerning ACHE. Some of the highlights of this SWOT Analysis are listed below:

Strengths:

- ACHE's reputation, brand identity and what it is known for
- Strong, high quality and relevant educational programming
- Excellence of staff operations and leadership
- Ability and willingness to innovate and change
- Financial position and resources
- Collaboration with other associations and organizations

Weaknesses:

- ACHE is not effective at gaining active involvement and participation from senior-level healthcare executives
- ACHE is too focused on growth for the sake of growth at all costs
- Lack of gender, ethnic, and professional diversity among ACHE's elected leaders
- Educational programs are too expensive and located in expensive places
- ACHE is too-hospital-oriented in content and educational topics
- Educational content of Congress is too basic and seems to mostly be the promotion of consultant services
- ACHE is trying to be too many things to too many people—spread too thin to make a real impact

Opportunities:

- Evolving development of chapter structure to better serve early careerists and other affiliates with limited travel and education budgets/resources
- Growing market of clinical leaders assuming administrative roles
- "Virtual" social networking technology (like MySpace, Facebook) would appeal to younger professionals, students, and others in rural settings—opportunity to create more community

- Increased international interest in professional healthcare management is opportunity for international expansion
- Leadership is needed in healthcare public policy issues and ACHE could serve in this role as a catalyst
 - ▶ Uninsured/underinsured
 - ▶ Reimbursement rates
 - ▶ Protection of not-for-profit status

Threats:

- Institutional leaders (particularly trustees) know little about ACHE, don't see value of professional administration, and do not support ACHE participation by their executives
- Competition from specialty associations
- Lack of alignment, training, and control of chapter leaders could threaten the potential of the chapter strategy
- Apathy and lack of interest by senior executives could threaten ACHE's future
- Competition for the time of busy executives may limit willingness to participate and serve the profession
- Competitive pressures will prevent senior-level executives from local involvement with chapters and ACHE generally
- Disaffection of key affiliate groups

You will notice that some of the strengths are considered weaknesses and vice versa. These are not intended to be an accurate reflection of ACHE but simply list "Think Tank" results of Regents who serve a very vocal role within ACHE. ACHE national leaders will continue to utilize material such as this to make changes to respond to the needs of affiliates.

2007-2008 REGENT ELECTIONS

This is my last year to serve as Regent for Mississippi. I can faintly hear the roar from all the Mississippi affiliates starting to erupt as I make this statement. Seriously, I have enjoyed my tenure as Regent but it is certainly time for a change. Please contact me if you have an interest in being on the ballot for Regent, but more information about the election process can be found on the ACHE.org website under the *Affiliates Only* area. Log on to find out exact protocol for placing your name on the ballot.

DISTRICT AND CHAPTER LEADERS MEETING

The 2007 Fall Regents District Meeting and Chapter Leaders Conference will be held on October 1 and 2 at the Westin O'Hare in Chicago. This is the first year that the Chapter's leaders will be meeting in conjunction with the Regents in their respective Districts. This will serve to enhance communications and align our goals and objectives for the future.

Congratulations to Emily Young-Holliman, board member for the Central District, on being promoted to CEO of a HMA hospital in Sebastian, Florida. We appreciate the contributions Emily has made to ACHE in Mississippi and wish her well on this new opportunity.

WORD OF APPRECIATION

I want to express my appreciation for several MHA staff members who continue to support ACHE chapter and support me in my role as Regent: Belinda Boozer, Executive Assistant, is always kind to transcribe my newsletter and provide administrative support for me. Marcella McKay and Judith Forshee in Education both support me as Regent and also with the chapter. Diane Clift in the Education Department also serves as a key supportive element for the ACHE affiliates and chapter. Melissa Brewer, MHA Communications Department, designed and operates the web site for the Mississippi chapter.

TITLES FROM COUNTRY MUSIC SONGS

I have always been intrigued by title of country music songs. Some are quite humorous...for example:

- *How Can I Miss You When You Won't Go Away*
- *If The Phone Doesn't Ring, Then It Must Be Me*
- *When You Leave, Walk Out Backwards So I Won't Think You are Walking In*
- *If I Had Shot You When I Wanted To, I Would Have Been Out By Now*
- *All The Oil's In Texas But The Dipsticks are in DC*
- *If My Nose Was Running Money, I Would Blow It All On You*
- *If You Won't Leave Me Alone, Then I Will Find Someone Who Will*
- *I Am So Miserable Without You, It Is Like Having You Here*
- *I'm Sorry I Made You Cry, But At Least It Made Your Face Clean*