

Winter Newsletter December 2021

WELCOME New Members

Dowin Coffy, RN
Springfield

Scott Greenlee
Urbana

Ned Hill
Danville

Jennifer Vincent
Maroa

Marsha Babington
Springfield

Crystal Kondowe, MD
O'Fallon

Deidra S. Dace-Murkey, MSN,
RN
Shiloh

Quentin Mayer, MBA, CMPE
Quincy

CONGRATULATIONS New & Recertified Fellows

Michelle R. Petrosky, RN,
FACHE
Glen Carbon

Vincent T. Green, FACHE
Granite City

Karissa L. Turner, FACHE
Mount Carmel

Michael T. Huffman, FACHE
Jacksonville

A Message from the President



As we reflect back upon 2021, the year was no less of a roller coaster than 2020. From a Chapter perspective, we were pleased to be able to connect with so much of our membership, even if it continued virtually.

During the year, we offered a 6-week learning session from the highly esteemed ACHE Choice Program to our members, FREE. Those who participated in the series, "Behavior Smarts: Increasing Healthcare Leadership Performance", earned 12 Face-to-Face credits.

We created and began publishing a member spotlight series, where we highlight members of our chapter or their organization. If there is something you would like to share through a spotlight, please contact one of the chapter leaders. Contact information can be found on the right column of this newsletter.

We had 38 new members join our chapter and a total of 80 members assigned/reassigned to our chapter in 2021. Welcome!

10 members achieved ACHE Fellow status and 32 Fellows recertified. Congratulations to all of them!

We provided awards to students in undergraduate and graduate healthcare management degree programs at 4 universities within our chapter service area. We have a lot of talent coming through the pipeline!

In May, we participated in the ACHE annual

Quick Links

[MAHEF Website](#)
[ACHE Website](#)
[ACHE Job Center](#)
[Career Resource Center](#)

In This Edition

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Regent Update

ACHE National News

Article of Interest: Wayne
UNC Health Care:
Enhancing a Positive
Culture

Chapter Leaders

Regent - Central &
Southern Illinois
Nicole Radford,
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n.org](mailto:nradford@swedishamerica.n.org)

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FACHE
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Kelly Sager, FACHE
Greenville

Christina G. Carney, FACHE
Sauget

Thomas C. Dickerson, EdD,
FACHE
Quincy

James R. Farris, LFACHE
Anna

Maj Tamiko T. Gheen, FACHE
Scott AFB

Michelle M. Smith, PharmD,
FACHE
Springfield

Dolan C. Dalpoas, FACHE
Lincoln

Lt Col Wade S. Evans, FACHE
Scott Air Force Base

Lora Polley, FACHE
Taylorville

member needs survey. A summary of the highlights for our Chapter can be found in the table below.

We appreciate your input and feedback through this survey, our program evaluations and through direct contact with the Chapter Leadership.

A few goals that we have for next year include:

- Recruit a Chair for the Diversity/Equity & Inclusion Committee who will focus the efforts for our Chapter.
- Enhance networking opportunities and provide quality education opportunities for members.
- Develop and implement a collegiate scholarship program that will annually be awarded to a Junior or Senior level student in a healthcare management degree program within our chapter service area.

If you would like to be involved in any of these projects, one of our committees or have other suggestions for how our Chapter can provide additional value to our members, please consider volunteering with us. Our Chapter Leadership conducts most of our meetings and planning virtually, and have even before it was cool, so it is easy to participate.

During the last days of the year, and throughout the holiday season, I hope you have the opportunity to reconnect with what created your passion for healthcare and your career. As we enter 2022, may we each do so with hope and the energy to guide and transform our industry to always be the best for our patients and clients, providers and staff, and our communities.

I hope to see you at an MAHEF event during 2022.

Happy Holidays!

Christina Carney, MBA, FACHE
MAHEF Chapter President

Treasurer
Seth Barlage
seth.Barlage@va.gov

Secretary
Alli Goldasich, MHA,
CAPM
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Past President
Caleb Miller, MBA
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QUICK LINKS

[No Surprises Act takes effect Jan. 1: 9 things for hospital leaders to know](#)

[Biden bolsters virus fight, offering aid to hospitals and free tests](#)

[J&J: 2 shots of vaccine lower risk of omicron hospitalization by 85%](#)

[Pandemic poses short- and long-term risks to babies, especially boys](#)

[Study: Blood plasma given early reduces risk for hospitalization from COVID-19](#)

Survey Question	MAHEF	All ACHE Chapter Mean
On a scale of 1-5, please rate your overall satisfaction with your chapter.	3.97	3.88
On a scale of 1-5, please rate your overall satisfaction with the chapter <i>virtual</i> education events you attended in the past year.	4.67	4.43

On a scale of 1-5, please rate your overall satisfaction with the chapter <i>virtual</i> networking events you attended in the past year.	4.40	4.41
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Member satisfaction with chapter services <i>listed in order of importance of the service, per members</i>	MAHEF	All ACHE Chapter Mean
ACHE Face-to-Face Education	4.19	3.83
ACHE Qualified Education	4.10	3.87
Networking opportunities	3.74	3.51
Website	3.35	3.50



Message From Your ACHE Regent

Message From Your ACHE Regent

Greetings, everyone!

We've made it to another Holiday season! Everywhere we turn, we hear how "It's the most wonderful time of the year!", or how everyone is so ready to "Let it snow, let it snow, let it snow!" This is also a time of reflecting on what is important to us and preparing for the next year ahead.

In preparing for the future of healthcare, it is imperative that we look at WHO is the future. As members of ACHE, we are all investing in the preparation of our organizations and ourselves to provide the best care that we can to our communities. However, I challenge everyone to think of another group that is very critical to the provision of quality care in the future—students! Did all of you know that ACHE offers Student Membership to those in Administration degree programs? Student memberships are offered at a considerably discounted rate (\$75/year) for up to 5 years and comes with many benefits, including access to CareerEdge, the ACHE job board, and ACHE education offerings—including Congress. There is also the Higher Education Network (HEN) of ACHE for any program that is interested in participating. The HEN is for accredited colleges and universities offering a degree, major, or concentration in Healthcare Management. It, too, comes with many benefits, including educational offerings such as Congress.

As your Regent, one of my responsibilities is to be a resource for all members, including our Student members. I recently had the pleasure of speaking about Healthcare Leadership and ACHE to an MBA class at Rockford University (thank you so much for the invitation, Dr. Cathy

Headley!). Not only was it wonderful to be able to share with them my experiences, but it was also humbling and refreshing to witness their enthusiasm for their future contributions. If there's anyone else out there with connections to future Healthcare leaders, consider the benefit of introducing them to ACHE. I invite all of you to let me know if I can be of any assistance. Also, I would be happy to speak with any program director interested in learning more about the Higher Education Network.

Happy Holidays to all of you!

Nicole Radford, FACHE
Regent (Interim) for Illinois - Central & Southern
nradford@swedishamerican.org

ACHE National News

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 opened on **Wednesday, Dec. 1**.

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

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 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.

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.

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).

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 by Jan. 18, 2022.

Wayne UNC Health Care: Enhancing a Positive Culture

Exceptional healthcare quality, top patient experience scores, sound financial performance and long-term success are all associated with organizations that exude a positive culture. Positive outcomes also reinforce a sense of accomplishment and facilitate further success and advancement. High-performing care teams are inherently focused on optimization and are eager to provide high-quality care; they also hold leaders accountable for providing requisite resources. What is more difficult to discern are the evolving, salient drivers of a positive culture, especially during a crisis.

The incredible stress that COVID-19 has placed on our care teams has highlighted the importance of well-being and resilience efforts to keep teams healthy. Increasingly, physicians and teammates need to feel empowered to be a part of the solution. Input from front-line teammates should be solicited and encouraged to guide initiatives and help chart the future.

Market analyses and large-scale aggregate data all provide C-suites, strategy teams and senior operational leaders with quantitative measures of how we compare with our local, regional and national competitors. However, our physicians and teammates also form comparisons that may not align with the big data. When surveying different communities around the country, it becomes very obvious that there are critical differences that can propel or destroy culture. Wayne UNC Health Care endeavors to bridge the gaps between the urban, tertiary academic medical center and rural, community healthcare. "One UNC Health" includes the deliberate system of values that guide this cultural integration, firmly centered on patients and communities. With the ultimate goal of a shared culture and strategy, Wayne UNC Health Care will continually adapt to the changing needs and expectations around the state. Bidirectional learning and growth fuel this goal, and all senior leaders receive extensive training on leading change.

To ensure consistency and reward desired behaviors, Wayne UNC Health Care has developed a set of core values that are shared across the system.

Carolina Care is a holistic approach to patient care and to each other. It is a privilege to serve the people of North Carolina, and demonstrating kindness and compassion with every interaction is a must. This challenges every teammate to consider the impact and importance of their work in improving care quality and patient experience. No effort is insignificant, and all work is interdependent for optimal outcomes. From remote clinics and mobile units in underserved communities to widespread vaccination events, Wayne UNC Health Care has made adjustments to mitigate COVID-19 demands.

One Great Team emphasizes that we are better together and stronger as a team. Respecting each other's differences ensures a more inclusive and equitable culture that encourages and supports input from everyone. As a cornerstone for empowerment, every team member is encouraged to provide input in decision-making, and feedback is actively solicited. This supplements medical and executive committees and offers additional opportunities to hear

from physicians and teammates. The System Executive DEI Council ensures diversity, equity and inclusion, and health equity efforts are integrated into organizational strategy.

Leading the Way ensures every effort is focused on improving lives every day and training the next generation of healthcare professionals; Wayne UNC Health Care researchers are changing the world and facilitating innovative care. The organization is committed to health equity for all and works to educate teammates, patients and communities to address systemic disparities.

It Starts With Me ensures every teammate takes ownership of, and is accountable for, doing the right thing, every time. Everyone is empowered and trusted to step up and support each other, patients and our communities. When physicians and teammates go above and beyond, or identify unintended bureaucratic burdens, they are formally recognized and thanked by leaders at every level. Sustainable engagement can only be obtained via collaboration, empowerment, recognition and mutual respect. A passionate team with a set of shared beliefs and values make Wayne UNC Health Care a best place to work and a best place to receive care—in person and remotely.

--Adapted from "[Wayne UNC Health Care: Enhancing a Positive Culture](#)," *Healthcare Executive*, Jessie L. Tucker III, PhD, FACHE, president/CEO, Wayne UNC Health Care, Goldsboro, N.C.

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.



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