



CAHE

Colorado Association of Healthcare Executives

www.cahe.org

Fall Newsletter 2005

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CAHE Glenwood Event – Big Success!

The first weekend of August marked a momentous occasion for CAHE, as a very successful full-day event was held at the historic Hotel Colorado in Glenwood Springs. Several individuals gathered from all around the state to hear a wide range of health topics, including recent changes in the Colorado State legislature, patient workflow, performance excellence, physician recruitment, career management, and special visit a member of the ACHE Board of Governors. Attendees were treated to some very thought-provoking discussions and were provided many valuable take away materials to help share the information with their colleagues. This event was very well received, and CAHE members and non-members thoroughly enjoyed the experience. CAHE plans this full event annually, look out for next year's event next summer.

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CAHE Upcoming Events for 2005

2005 events will take on the second Thursday of every other month:

- **October 13th – UCH at Fitzsimmons - Aurora** (see below)
- **December 8th - Holiday Social - Denver**

Register now to attend the next CAHE meeting!

"The Curious World of the Red Queen"

Are you and your organization running as fast as you can? Dr. Sheila Carlon, Professor of Health Services Administration and Management at Regis University, describes the busy environment in which we work every day in terms of the "Red Queen Theory" taken from Lewis Carroll's book, "Through the Looking Glass." Current management theory and several best-selling books all describe work environments as stressful and out of control. Learn what you can do to thrive in the Red Queen's World.

Date: **Thursday, October 13, 2005**

Time: **5:30 p.m.** - 6:30 p.m. - Registration
6:30 p.m. - 7:30 p.m. - Dinner
7:30 p.m. - 8:30 p.m. - Presentation

Location: University of Colorado Hospital, Fitzsimmons Campus, Aurora, CO - Anschutz Inpatient Pavilion, Rooms 2007/2133

Cost: **\$20.00**

Register by October 10th at www.cahe.org.

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CAHE Board Changes

The Colorado Association of Healthcare Executives recently had some changes to their board. Graham Innins has assumed the role of Treasurer, replacing Brian Grassi, and Christopher Martin is the new CAHE chair of membership, replacing Dave McCloy. Welcome Graham and Chris! CAHE would also like to take this opportunity to thank Brian and Dave for their efforts during their service on the CAHE Board.

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Article of Interest

Effective Communication - Six Ways to Polish Your Writing Skills

Even if you don't think of yourself as a professional writer, your writing reflects your professionalism. If your writing is sloppy and disorganized, you may be perceived that way as well. The following pointers can help you hone your writing skills:

- **Use your own words.** Don't puff up your writing with language you would not use in normal conversation.
- **Search for the dramatic.** Even business communication can have an element of drama. *Example:* If you are working on a research report, organize your writing around the most interesting findings. Let the content shape your style.
- **Let it sit.** If you have time, set your writing aside for several days. You will be surprised what time will tell you.
- **Ask a co-worker to read your work.** Even when you proofread your own writing, you can miss something.
- **Develop a thick skin.** You have to learn to accept criticism without taking it personally. Every writer has to endure some red ink. The more you embrace criticism, the more you will learn.
- **Read, read, read.** Finally, you can improve your writing immensely by reading. By exposing yourself to the written word, you subconsciously develop a better ear for language.

Adapted from "The Last Word on Good Writing," Rich Heintz, *California Job Journal*, www.jobjournal.com.

Article of Interest (continued):

Avoid These Communication Blunders

Communicating clearly with your co-workers, supervisors, and customers is critical to an efficient, harmonious work life. Here are some common communication problems and advice on how to solve them:

- **Criticizing others.** Nothing stops communication faster than one person criticizing another. Defensive barriers go up immediately. When you're tempted to criticize someone, ask yourself, "Could I phrase this critical remark in a more positive way?" *Example:* Instead of saying, "Your desk is a mess; clean it up before the CEO visits," say, "An organized work environment is important to the CEO, so let's all straighten up our workspaces before his visit on Friday."
- **Speaking too quickly.** If other people have to work to keep up with what you're saying, your message won't get across to them. Practice varying your speech pattern as a way to keep others interested in what you have to say.
- **Hogging the conversation.** Monitor yourself to make sure the people you communicate with say as much as you do. If not, use open-ended questions to draw them out. *Example:* "That's my opinion about the new software. What do you think of it?"
- **Withholding knowledge.** Sometimes we hold back important information to control others or maintain power. But people know when they're being manipulated, and they resent not being given the information they need to do their jobs. You make yourself truly indispensable to your boss and co-workers when you freely share all you know.

Adapted from *Communication Briefings*, June 2005; (703) 518-2343; www.briefings.com.

[Article of Interest \(continued\)](#)

How to Ask Effective Questions

Asking questions is one of the best ways to improve communication and cooperation in an organization. But all too often, people are reluctant to ask questions because they don't want to appear uninformed, annoying, or too aggressive. Sometimes people are shy about asking questions, especially if their questions have not been well received in the past. Asking effective questions is a skill that requires daily practice. Use these tips to improve your technique:

- **Pair your questions with effective listening skills.**
Asking questions is only one component of effective communication. The other part is listening effectively for a complete understanding of the other person's perspective.
- **Ask questions to understand.**
Asking questions in a manner that might seem intimidating or challenging, reduces the likelihood of effective communication. To increase your chances, avoid asking questions to prove a point. Instead, ask questions to gain understanding. *Examples:* "Can you help me understand the objectives of the project? In your experience, what is the best way to accomplish this?"
- **Ask open-ended questions.**
Open-ended questions require more than a "yes" or "no" answer. The most effective open-ended questions are the simplest. *Examples:* "What alternative do you suggest? What do you mean when you say . . . ?"

Adapted from "Tips for Asking Questions to Create Common Understanding," Patricia Aqui, www.wsu.edu

How to Answer Questions Effectively

Carefully consider your response when answering questions from co-workers or customers. An answer that seems fine to you may be offensive to another person. Use these tips to answer questions more effectively and reduce the chance of misunderstandings:

Article of Interest (continued)

- **Avoid using “of course” as a synonym for “yes.”**
Answers that are obvious to you may be less obvious to someone else. For that reason, the other person may interpret the answer “of course” as an insult. *Example:* A co-worker asks whether she should get a manager's approval before ordering office supplies, and you respond by saying, “Of course.” Your co-worker could interpret this answer as being hostile or dismissive.
- **Offer more than a one-word answer.**
When answering a question, provide an elaboration to increase the chance of effective communication. *Example:* “When ordering supplies for the office, we need a manager's approval for orders that exceed \$100.” By answering more thoroughly, your co-workers will be better prepared for the future.

**Adapted from “How to Answer Questions,” Calvin Sun,
www.calvinsun.com**

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ACHE National News

National News, Fall 2005

Kick Off 2006 by Attending an ACHE Seminar

ACHE's two-day seminars use an intense workshop format that allows you to discuss your most pressing healthcare management issues with expert faculty and your peers. Focusing on topics such as physician/hospital partnerships, productivity, the use of metrics, and strategic planning, seminars provide best practices and operational tools you can implement in your organization. Seminars are offered at locations across the country. Visit ache.org for more information about the following seminars:

Key West, Florida — January 23-26

Steamboat Springs, Colorado — January 30 - February 2

Las Vegas — March 6-9

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Experience the Benefits of Being a Mentor

Protégés aren't the only ones who benefit from a mentoring relationship. As a mentor, you can help discover and cultivate talent, improve your coaching skills, and use your experience to influence future leaders.

[ACHE's Leadership Mentoring Network](#) makes it easy for executives to fit mentoring into the fast pace of today's workplace. ACHE matches mentors and protégés and provides helpful resources. And since mentors in the Leadership Mentoring Network typically guide protégés through phone and e-mail interaction, geographic proximity is unnecessary.

This affiliates-only service has matched more than 450 mentoring pairs and is now seeking 100 experienced Diplomates and Fellows to serve as mentors. To become a mentor, simply fill out the [online mentor profile form](#). If you have any questions, please call ACHE's Healthcare Executive Career Resource Center at (312) 424-9444.

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Prove You're an Innovator

The 2006 Congress on Healthcare Management promises to be an exciting event. You can contribute to the program by sharing a management innovation you have introduced in your organization. Innovations address such wide-ranging subjects as improving quality, enhancing customer service, reducing costs, and increasing revenues. To learn how you can contribute to the 2006 [Management Innovations Poster Session](#) and to find additional information about the [2005 Poster Sessions](#), visit **ache.org**.

For more information and submission instructions, contact Peter Weil at pweil@ache.org or (312) 424-9440. The submission deadline is January 23, 2006.

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Advancement Application Deadlines

If you are applying for advancement to Diplomate status and would like to be recognized at the 2006 convocation, you must submit your completed application (including supporting materials) by November 1, 2005 and sit for and pass the Board of Governors exam by December 31. If you are planning to advance to Fellow status and would like to be recognized at

the 2006 Convocation Ceremony, your completed Fellow project and application must be submitted by November 15, 2005. *Please note: Applications must be complete to be approved in time for the Convocation deadline.* For more information on these deadlines, call the Division of Membership at (312) 424-9400. Information about the advancement process can also be found in the [CHE & FACHE area](#) of **ache.org**.

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Online Tutorial Prepares You for the Board of Governors Exam

To obtain board certification in healthcare management, you must successfully complete the Board of Governors Exam. Prepare for the exam and increase your knowledge and confidence by signing up for ACHE's [Online Tutorial!](#) Newly revised, the Online Tutorial is a 12-week, self-study course that combines traditional materials with online resources. You will receive a packet of reading materials that address the knowledge areas covered on the exam, as well as a syllabus that outlines the course schedule. You will also receive a password allowing access to PowerPoint slides, audio lectures, and a group message board. The next Online Tutorial will begin on November 7, 2005. For more information or to register, visit **ache.org** or call the Division of Membership at (312) 424-9400.

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Special Career Development Opportunities at Congress

The Healthcare Executive Career Resource Center (HECRC) will offer a full slate of programs at the 2006 Congress on Healthcare Management, March 27-30, in Chicago. In addition to the Executive Job Search Workshop, the Power/Influence Assessment, and many other programs, HECRC will offer The Benchmarks Workshop, a 360-degree assessment that focuses on your leadership effectiveness as experienced by your supervisor, colleagues, and direct reports.

HECRC will also provide a variety of services that are unavailable at other times of the year. As a Congress registrant, you can take advantage of the complimentary Resume Review/Critique Service or connect with potential employers through the free Employment Referral Service. For more information about [HECRC programs](#), visit **ache.org** or contact Reed L. Morton, Ph.D., FACHE, director of HECRC, at (312) 424-9444 or rmorton@ache.org.

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Leader-to-Leader Program

Encouraging your colleagues to join and advance in ACHE is an excellent way to enhance their professional development while investing in the future of your professional organization. Whenever you recruit a new Member or encourage a current affiliate to become a Diplomate or Fellow, you earn points that you can redeem for rewards, including ACHE gift certificates and logo items. With ACHE's [Leader-to-Leader Program](#), you can redeem your points *anytime*, even with just one point. Or you can save your points and redeem them later. For more information about this program, visit ache.org or contact the Division of Membership at (312) 424-9400.

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2005 Higher Education Task-Force Initiatives

In 2004 the Higher Education Task Force was formed to examine issues associated with students and services provided to them by ACHE, including those practicing professionals who return to formal higher education programs to advance their careers. The work of the task force led to a number of interrelated recommendations, which were endorsed by the Membership Committee and approved by the Board of Governors at their June 2005 meeting. These recommendations are designed to create a more viable pathway of involvement in ACHE as individuals' transition through their formal education and enter the early stages of their careers as healthcare managers. More information will be available on ache.org later in the fall.

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New from Health Administration Press

Human Resources in Healthcare: Managing for Success, Second Edition, provides the practical tools you need to meet the unique challenge of managing healthcare employees. This edition includes new information about nurse staffing and workload, diversity programs, productivity analysis, and unionization of physicians and nurses (REGT-2046, \$85 +shipping).

This book is also part of the ACHE Board of Governors Exam Study set. This collection of books was assembled to help you prepare for the ACHE Board of Governors Exam. The set includes ***The Financial Management of Hospitals and Healthcare Organizations Third Edition***, ***The Well-Managed Healthcare Organization, Fifth Edition***; and ***Human Resources in Healthcare: Managing for Success, Second Edition*** (REGT-2017S, \$190).

Purchase these books online in the [Books & Journals](#) area of **ache.org**. To order by phone, call the ACHE/HAP Order Fulfillment Center at (301) 362-6905.

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