



# Colorado Association of Healthcare Executives

## Spring 2005 Newsletter



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# CAHE April Meeting

## "Healthcare Leaders Shaping the Future: A Call to Arms!"

The present healthcare system is broken and not working. Changes in insurance in the public and private sector, cost shifting to the patients, new technologies, and an aging population, has dramatically changed the face of healthcare. It is up to healthcare leaders to fix it. Please join us for this exciting program, as we explore the future of how we can shape our industry.

### **SPEAKER:**

**Richard Todd Welter**  
**President - R.T. Welter & Associates, Inc.**

Mr. Welter is the President of a successful Denver-based consulting firm specializing in proper coding, regulatory compliance, and managed care reimbursement for physicians, surgery centers and other health care entities. He also is President of Advanced Medical Revenue Specialists, LLC (AMRS) a medical accounts receivable service, which evaluates operations for practices that perform in-house billing.

Mr. Welter is a nationally recognized expert in physician reimbursement and managed care. He has spoken in many forums regarding managed care and physician reimbursement, and has published several works that have been used as resources in the industry. He shares his expertise in many arenas, including the Medical Group Managers Association, Regis University, Office of Inspector General, American College of Obstetrics and Gynecology, American Educational Institute, and many others. Mr. Welter also serves on several Health Care Boards including Spine Education and Research Institute (SERI), Colorado Medical Group Managers Association (C-MGMA), and RMD Networks, Inc.

**Date:** **Thursday, 4/14/05** (hosted by Memorial Hospital)

**Time:** **5:00 - 6:00 PM** (ACHE Advancement Information Session)  
5:30 - 6:00 PM Reception (wine only courtesy of CAHE)  
6:00 - 7:00 PM Dinner  
6:30 - 7:30 PM Presentation

**Location:** **Printer's Park Medical Plaza**  
**175 South Union Blvd (Colorado Springs)**

**Directions:** From I-25 take the Unitah Exit (143) and travel East approximately 2.25 miles. It ends at Union Blvd. Turn right (or South) on Union Blvd and travel for approximately 17 blocks to Parkside Drive (2 blocks South & next traffic light passed Pikes Peak Avenue) and turn left. The building is on the corner of Union and Parkside. Park on the West side of the building and enter through the sliding double doors. Take an immediate left down a short hallway. There will be signs directing you to the Board Room.

**Menu:** Pork Tenderloin, Vegetable Lasagna, Roasted New Potatoes, Fresh Steamed Broccoli, Salad Bar, Hot Garlic Bread, Cheesecake, Beverages

**Cost:** \$20/person

**RSVP (by 4/11/04):** [www.cahe.org/events.htm](http://www.cahe.org/events.htm)

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# Looking to advance within the ACHE College?

**There will be an Advancement Information Session (AIS) for both Diplomate's and Fellows at 5 p.m. on April 14, 2005, before the CAHE educational program.** Learn about advancement in your professional organization and have all of your questions answered. There is also a campaign that will save members \$200 if their applications for advancement to Diplomate are submitted by the end of June.

See more details [below](#) concerning ACHE advancement

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## Get involved with CAHE!

As health care executives with a commitment to thrive in our **chosen** area of health care management, we have an enormous advantage with respect to our current and future career success. You are going to see a significant increase in the activities of local Chapters, including CAHE, as the College transitions to a decentralized leadership structure to maximize ACHE membership value. ACHE's goal is to have 100 percent coverage of the membership by the Chapter structure in two years. You can have a role in accelerating this transition in your local professional community.

Make that commitment and encourage your colleagues to join and become active in CAHE. ACHE has found that people get involved in their local Chapter for three primary reasons:

- **Professional development:** an opportunity to *exercise their commitment* to life-long learning in a local forum.
- **Community involvement:** an opportunity to *give back to the professional community of healthcare executives* by providing leadership and experience.
- **Personal development:** an opportunity to meet colleagues and *network* for career development opportunities

CAHE has opportunities for healthcare executives to demonstrate their leadership and management skills, and we encourage you to take advantage of this, both for yourself, and to further your collective reputation as highly proficient and effective leaders.

YOU can make a difference!

### Make Plans Now...2005 CAHE Education and Networking Schedule:

- April 14<sup>th</sup> (Colorado Springs)
- June 9<sup>th</sup> (Boulder)
- August 4<sup>th</sup> (Glenwood Springs)
- October 13<sup>th</sup> (Denver)
- December 8<sup>th</sup> (Holiday Social)

\*Dates and locations subject to change.

Please visit CAHE's website at [www.cahe.org](http://www.cahe.org) for more information.

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## CAHE Sponsors Career Panel "Opportunities in Healthcare"

CAHE is sponsoring a Panel Discussion titled "Opportunities in Healthcare" on Thursday April 7th from 5:30 to 6:45 at the University of Colorado, School of Business, Denver Campus. The panel discussion will comprise six different healthcare executives with various backgrounds and expertise. Each panel member will give a 10 minute presentation followed by Q & A and networking. The Panel will be facilitated by Randy Buchnowski, CHE, President, Colorado Association of Healthcare Executives. Attached is the program.

The speakers include:

**Forrest M. Cason**- Senior VP of Finance & CFO for University of Colorado Hospital Authority

**Michael H. Currey, MHA, CHE**- Medical Group Practice Administrator for Associates in General and Vascular Surgery

**David Livingston**- Assistant VP, Network Operations of Great-West Healthcare

**Donna J Smith, MS**- Healthcare Operations & Administration Consulting

**Rulon F. Stacey, Ph.D., FACHE**- President & CEO of Poudre Valley Health System

**Major Kevin J. Watson, USAF, MSC, CAAMA**- 460th Medical Squadron

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## CAHE Membership Campaign Drive

CAHE recently conducted a membership campaign drive mailing over 600 membership applications to current CAHE members and affiliates of the American College of Healthcare Executives. If you have not renewed your CAHE membership, now is the time to get your renewal applications in. Please share these applications with your co-workers and colleagues. Membership in CAHE and support of your professional association demonstrates your commitment to the healthcare management field, provides you with networking and educational opportunities, and can help you become a more efficient and effective leader in your organization.

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## Networking: Avoid Crossing the Line from Persistence to Annoyance

It's no secret that networking is essential to a successful job search. Staying in touch with friends, neighbors, colleagues, recruiters, casual acquaintances, and organizations is your primary method for uncovering and researching job opportunities and linking into the candidate pool. Furthermore, persistent contact that shows true interest in a position can be a deciding factor in the hiring process.

So how much networking is too much? How can you avoid wearing out your welcome and wasting people's time? To avoid crossing the line from persistence to annoyance, follow these guidelines:

- **Ask each networking contact how often you can contact him or her.** Everyone has a different level of tolerance, so no absolute standard for the frequency of networking contact exists. To find out a person's preferences, just ask.

- **Pay attention to the frequency--and substance--of your networking phone calls.** If you need a guiding principle for phone call frequency, remember that calls to remind people of your availability should typically be spaced several weeks apart. However, don't be afraid to call if you have a good reason, such as to tell them about an interesting article or a piece of solid information that they might find useful. In addition, search consultants always like to hear about position openings where they might propose for a search engagement.
- **Communicate in different ways.** Phone calls, e-mails, voicemail messages left after business hours, and handwritten notes sent in the mail can all serve as reminders of your availability. And the variety will help ensure that recipients do not get tired of hearing from you.
- **Use your instincts--but don't discount scheduling.** If you don't feel right about contacting someone, then wait until you do. But don't rely only on your intuition. To keep all of your contacts straight, maintain a detailed log that includes who you will contact, when, and with what communication method. The log will provide a visual reminder of what you have done and what you need to do in the days ahead.
- **Give back more than you get.** Networking is a two-way street. If you always look for help from your contacts without offering anything in return, you will quickly become an annoyance. Instead, assist your contacts in some way, such as by passing along information about open positions they might be interested in or by offering your expertise in addressing a job challenge they are facing.

**Source:** J. Craig Honaman, FACHE, principal, H & H Consulting Partners, LLC, Atlanta; (770) 394-2221; careerdir1@aol.com; [www.careertransitioncoaching.com](http://www.careertransitioncoaching.com).

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## ACHE National News

### Register Today for Seminars in Vail!

Held July 14-19, the Vail, CO, Cluster provides the information and strategies you need to succeed as a healthcare executive:

- Learn how to quickly reduce costs at "Aggressively Improve Costs and Throughput Using Lean Six Sigma."  
[www.ache.org/SEMINARS/costr.cfm](http://www.ache.org/SEMINARS/costr.cfm)
- Create a successful leadership team with tips from "Coach, Challenge, Lead: Developing an Indispensable Management Team."  
[www.ache.org/SEMINARS/coach.cfm](http://www.ache.org/SEMINARS/coach.cfm)
- Explore key factors critical to your organization's financial success at "Turning Basic Financial Information into Strategy."  
[www.ache.org/SEMINARS/finan.cfm](http://www.ache.org/SEMINARS/finan.cfm)

- Improve and sustain customer satisfaction with ideas from "Patient, Employee, and Physician Satisfaction: New Challenges, New Solutions."  
[www.ache.org/SEMINARS/crsvc.cfm](http://www.ache.org/SEMINARS/crsvc.cfm)
- Prepare for the shift to consumer-driven healthcare with strategies from "Positioning Strategies for Health Plan Contracting: Market-Based Approaches to Buying and Selling Healthcare."  
[www.ache.org/SEMINARS/posit.cfm](http://www.ache.org/SEMINARS/posit.cfm)
- Take your leadership skills to the next level with pointers from "Comprehensive Leadership for Senior-Level Executives."  
[www.ache.org/SEMINARS/fohow.cfm](http://www.ache.org/SEMINARS/fohow.cfm)

For more information, click on the links above or call the Division of Education at (312) 424-9300.

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## Award Nominations Sought

ACHE is now accepting nominations for its three most prestigious awards:

- The Gold Medal Award is the highest honor bestowed by ACHE. It recognizes an ACHE Fellow who has made significant contributions to the healthcare profession.  
[www.ache.org/abt\\_ache/awards/gold.cfm](http://www.ache.org/abt_ache/awards/gold.cfm)
- The Lifetime Service Award recognizes a Life Fellow, Retired Fellow, Life Diplomate, or Retired Diplomate for significant contributions to ACHE.  
[www.ache.org/abt\\_ache/awards/lifetime.cfm](http://www.ache.org/abt_ache/awards/lifetime.cfm)
- The Robert S. Hudgens Memorial Award for Young Healthcare Executive of the Year recognizes an early careerist for outstanding achievements in the healthcare field.  
[www.ache.org/abt\\_ache/awards/hudgens.cfm](http://www.ache.org/abt_ache/awards/hudgens.cfm)

The nomination deadline for the Gold Medal Award is August 26, 2005. The nomination deadline for the Lifetime Service Award and Robert S. Hudgens Memorial Award is July 22, 2005. Award winners will be recognized in March 2006 during the Congress on Healthcare Management in Chicago.

For more information, click on the links above or contact Karin S. Schmidtgall at (312) 424-9324 or [kschmidtgall@ache.org](mailto:kschmidtgall@ache.org).

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## ACHE Call for Nominations for the 2006 Slate

ACHE's 2005-2006 Nominating Committee is calling for applications to serve for 2006. All affiliates are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies. ACHE Diplomates and Fellows are eligible for the Nominating Committee and Regent-at-Large vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2008)
- Nominating Committee Member, District 4 (two-year term ending in 2008)
- Nominating Committee Member, District 5 (two-year term ending in 2008)
- Regent-at-Large, District 1 (three-year term ending in 2009)
- Regent-at-Large, District 2 (three-year term ending in 2009)
- Regent-at-Large, District 4 (three-year term ending in 2009)
- Regent-at-Large, District 5 (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Chairman-Elect

Please refer to the following district designations for the open positions:

- District 1 consists of Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont.
- District 2 consists of District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, and West Virginia.
- District 4 consists of Alabama, Arkansas, Kansas, Louisiana, Missouri, Mississippi, New Mexico, Oklahoma, Tennessee, and Texas.
- District 5 consists of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Wyoming.

Candidates for Chairman-Elect and Governor should submit an application to serve, a copy of their resume, and up to 10 letters of support; candidates for Regent-at-Large and the Nominating Committee should only submit a letter of self-nomination and a copy of their resume. Applications to serve and self-nominations are to be submitted by letter and postmarked between January 1 and July 15, 2005.

If need be, the committee will meet on Friday, September 16, 2005, to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Thursday, October 27, 2005. All candidates will be notified in writing of the committee's decision by September 30.

To review the Candidate Guidelines, use the "Affiliates Log In" button on **ache.org** to access the Affiliates Only Area and select the "Candidate Guidelines" link on the left-hand side of the page. If you have any questions, please contact Julie Nolan at (312) 424-9367 or [jnolan@ache.org](mailto:jnolan@ache.org).

Mail applications to serve to: Larry S. Sanders, FACHE, Chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-4425.

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# Earn the Essential Credential in Healthcare Management

Diplomate status in ACHE is a demonstration of your professional and personal commitment to leadership and management excellence. Once you attain Diplomate status, you will have earned the right to use the CHE credential and you will be board certified in healthcare management. Attaining this level can be challenging, but that is why credentialed ACHE members are so highly regarded in the field.

You can attain Diplomate status by meeting educational and community participation requirements and successfully completing the Board of Governors Examination in Healthcare Management.

Take advantage of this special offer and maximize your professional potential!

Click on the following links to access more information on the Board of Governors exam:

[www.ache.org/membership/AdvtoDiplomate/EXAM/EXAM.cfm](http://www.ache.org/membership/AdvtoDiplomate/EXAM/EXAM.cfm)

or to download a free copy of the *Reference Manual*, the exam's study guide:

[www.ache.org/membership/AdvtoDiplomate/EXAM/ReferenceManual03.pdf](http://www.ache.org/membership/AdvtoDiplomate/EXAM/ReferenceManual03.pdf)

To obtain a Diplomate application, click here:

[www.ache.org/membership/AdvtoDiplomate/advtodiplomate.cfm](http://www.ache.org/membership/AdvtoDiplomate/advtodiplomate.cfm)

or call the Division of Membership at (312) 424-9400.

## ***Improve your exam study skills!***

ACHE's Online Tutorial provides a detailed look at the different topics covered on the Board of Governors exam and resources to focus your preparation. Beginning this summer, a newly revised self-study format makes the course more convenient for you. Watch **ache.org** for details on upcoming tutorial sessions.

## **Diplomate and Fellow Advancement Information Sessions Available Online**

Are you interested in becoming an ACHE Diplomate or Fellow but unsure of what the process involves? Get your advancement questions answered at your own convenience by downloading ACHE's Advancement Information Sessions. Complete with PowerPoint slides and audio presentations, these sessions highlight reasons for advancement, application procedures, and other pertinent information. Click on the following links to access the Advancement Information Sessions for:

### **Diplomate:**

<http://ache.org/membership/AdvtoDiplomate/AIS/diplomate.htm>

### **Fellow.**

<http://ache.org/membership/AdvtoFellow/AIS/Fellow.htm>

If you have any questions, call the Division of Membership at (312) 424-9400.

## First Group of Diplomates and Fellows to Recertify in 2006

Under the recertification requirements that were approved in 2003, both Diplomates and Fellows will recertify every three years. This new requirement will be phased in until 2006, and the earliest anyone will need to recertify during this period is 2006. To recertify, you must have participated in at least 24 hours of continuing education over the previous three years. Twelve of those credits must be Category I (ACHE education) credits.

To check your recertification date and the number of Category I (ACHE education) credits you have accrued, log in to the My ACHE area of **ache.org**. [[link to http://my.ache.org](http://my.ache.org)]

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## New from Health Administration Press

You may already have the solutions to some of your toughest management challenges—solutions that are buried in the mounds of information available to you. *The Power of Clinical and Financial Metrics: Achieving Success in Your Hospital*, Steven Berger, CHE, by CPA, FHFMA, provides a straightforward approach to turning data into useful information. Learn how to bring meaning to your data by using indicators, or metrics, to specifically measure the outcomes of actions taken by administrators, directors, managers, and staff in their day-to-day work. (order code REGT-2039, \$63 + shipping)

<http://www.ache.org/pubs/berger.cfm>

Healthcare is changing rapidly; in the process, it may be sacrificing the one element that it cannot do without—trust. Trust may be intangible, but it is priceless. *The Trust Prescription for Healthcare: Building Your Reputation with Consumers*, by David A. Shore, Ph.D., gives you the strategies, tools, and techniques you need to remake your department, service, or organization into one that is truly trusted. (order code REGT-2040, \$63 + shipping)

<http://www.ache.org/pubs/shore.cfm>

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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## Check Out These New Executive Essentials Books!

Executive Essentials books provide everything you should know about a topic in a concise format. Easy to read on the run, each book features tips and tools in a straightforward layout. New Executive Essentials titles include the following:

- *10 Powerful Ideas for Improving Patient Care: What Every Healthcare Executive Should Know*, by James L. Reinertsen, M.D., and Wim Schellekens, M.D.—Achieve breakthrough levels of patient care quality with bold and practical ideas. Each idea in this book has already been proven to yield dramatic results at the organization level. (REGT-2029, \$36 + shipping)  
[www.ache.org/pubs/reinertsen.cfm](http://www.ache.org/pubs/reinertsen.cfm)

- *Better Communication for Better Care: Mastering Physician-Administrator Collaboration* by Kenneth H. Cohn, M.D.—If you are like most healthcare professionals, you have firsthand experience with the culture clashes that can occur between physicians and administrators. This book provides fresh tools and ideas for overcoming the training, outlook, and culture issues that have plagued physician-administrator relationships. (REGT-2038, \$36 + shipping) <http://www.ache.org/pubs/cohn.cfm>

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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## ACHE's 2005 Corporate Partners

ACHE would like to thank our 2005 Corporate Partners whose year-round support has helped ACHE further its mission and add value to our membership. Our Corporate Partners demonstrate their commitment to ACHE and its affiliates in various ways, including providing financial resources, hosting networking events, and offering educational opportunities. We are proud to recognize the following 2005 ACHE Corporate Partners:

- ARAMARK Healthcare Management Services
- GE Healthcare
- HCA
- Johnson Controls, Inc.
- Sanofi-aventis
- Cardinal Health
- Hill-Rom Company, Inc.
- McKesson Corporation
- Navigant Consulting, Inc.
  - Phase 2 Consulting, Inc.
  - Philips Medical Systems
  - Siemens Medical Solutions USA, Inc.

For more information about ACHE's Corporate Partners, click here [www.ache.org/corppart.cfm](http://www.ache.org/corppart.cfm) or contact Peggy F. Gordon, vice president, Corporate Partnerships, at (312) 424-9306 or [pgordon@ache.org](mailto:pgordon@ache.org).

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