



CAHE

Colorado Association of Healthcare Executives

www.cahe.org

Newsletter
Summer 2005

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CAHE Upcoming Events for 2005

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

- **August 4th*** - Glenwood Springs
- **October 13th** - Skyridge Medical Center - Lone Tree
- **December 8th** - Holiday Social - Denver

** Exception to second Thursday "rule*

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Article of Interest

Pulling the Plug on Low Performers

You already know that low performers don't contribute much to your organization; their goal is to simply coast along, collecting a paycheck and doing as little as possible. But you may not realize how much real damage they do. If you are like most managers, you unwittingly align your entire department around low performers. You dread working with them, so you give assignments to your high performers, thus overloading them and creating an unfair distribution of work. Or you keep attempting to change low performers, perhaps putting them on committees to try to engage them in their work. Meanwhile, you alienate your good people and eventually find yourself unable to keep high performers. What *should* you do with low performers? Follow these strategies:

Resolve to take direct, decisive action now. When you indirectly address the problem—for example, by sending low performers to seminars or rearranging the organization to try to find a place for them—you are serving as a rehab institute for wayward employees. Take steps to bring low performers around, but don't waste too much of your valuable time on them.

Schedule a DESK meeting with the low performer. Confront the underperforming employee, and be very specific in telling the person what he or she is doing wrong and what you expect to be done differently. Use the DESK approach:

- *Describe what has been observed.* "Carol, you consistently come in late, take too many sick days, and miss deadlines on the projects assigned to you. Other employees have to take over to make sure things get done. This situation is unfair and is causing morale problems among your co-workers."

- *Evaluate how you feel.* "I am disappointed in your performance. We have discussed this problem, most recently two weeks ago, and you assured me you would take steps to work more efficiently. Your lack of accountability indicates that you don't care about this organization. Everyone else works hard, and it upsets me that you don't."
- *Show what needs to be done.* "Carol, I am assigning you to the Montgomery project. Your part is due in one week. Over the next five days, I am going to work directly with you and show you how to budget your time and create the desired outcome. I expect you to be here by 8:00 a.m. every day and to stay on task. I will meet with you in a week to discuss your progress."
- *Know consequences of continued low performance.* "You have worked here for eight years, and for eight years I've let these problems go. But this is a new day, and the rules have changed. We are going to have a different work environment with different standards. Right now this is a verbal warning, but if you miss a deadline again, it will be a written warning. And if it happens after that, you will be terminated."

Set short evaluation periods. In the example above, the manager gave the low performer a week to demonstrate improvement, followed by an open-ended "three strikes and you're out" termination policy. Perhaps, for your situation, that policy is too harsh. That's where your judgment as a manager comes into play. Ask yourself, "How quickly do I need this low performer to fall in line in order to meet my divisional goals?" However much time that takes is how much time you should give the low performer. Just be sure he or she knows exactly what your expectations are.

Be relentless in your follow-up. If you see it, say it—both good and bad. If you see a marked improvement in the low performer's behavior, acknowledge it. A sincere effort deserves a sincere compliment. However, the next time your low performer rolls into the parking lot at 8:45 a.m., takes a two-hour lunch, or comes up short at deadline time, be quick to submit the promised written warning. And if it happens again, fire him or her.

Learn the art of “just do it” firing. It’s never easy to fire someone. When you decide to do it, just do it. Have your documentation in hand, and be decisive and straightforward. You can simply say, “I followed our policies, and at this time your employment is being terminated.”

Source: Quint Studer, *Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference*, Fire Starter Publishing, 2004. Studer’s management approach for improving organizational performance, called “HighMiddleLow Performer Conversations,” can be taught via training video. For more information, visit www.StuderGroup.com.

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ACHE National News

Take Your Leadership Performance to the Next Level

To help senior executives enhance their leadership skills and meet the unique challenges of their positions, ACHE offers the Leadership Development Institute. Combining a number of unique teaching techniques with skill assessments and confidential individual coaching sessions, this program provides illuminating information about you, your leadership and decision-making styles, and your impact on others. One of ACHE’s most highly rated programs, the Leadership Development Institute will be held November 2-4, 2005, in Baltimore. For more information or to register, watch ache.org or call the Division of Education at (312) 424-9300.

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Career Development Opportunities in Orlando

The Healthcare Executive Career Resource Center will offer a full slate of programs at the Orlando, FL, Cluster, December 12-16, 2005. Hone your leadership skills with the Personality Type Assessment, Visionary Leadership Assessment, Emotional Intelligent Assessment, or Power/Influence Assessment. Or earn Category I (ACHE education) credit by taking The Benchmarks Workshop, Benchmarks Plus Emotional Intelligence, or the Executive Job Search Workshop. For a complete list of workshops offered at this site, contact Reed L. Morton, Ph.D., FACHE, at (312) 424-9444 or rmorton@ache.org. Click here [\[link to http://www.ache.org/CARSVCS/workshop.cfm\]](http://www.ache.org/CARSVCS/workshop.cfm) for more information on HECRC programs.

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ACHE to Conduct Membership Satisfaction Survey

Each autumn, the Division of Research and Development conducts an Affiliate Needs Survey to gauge affiliates' satisfaction with ACHE programs and services. Nearly 1,000 affiliates—including all ACHE Regents and Governors—will be sampled. If you are among the affiliates sampled, please complete the survey by the October deadline. Your participation will ensure that the views of ACHE affiliates are well represented.

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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 Diplomat 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, click here [\[link to http://www.ache.org/membership/L2L/2005/L2L2005.cfm\]](http://www.ache.org/membership/L2L/2005/L2L2005.cfm) or contact the Division of Membership at (312) 424-9400.

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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. [\[link to http://www.ache.org/abt_ache/awards/gold.cfm\]](http://www.ache.org/abt_ache/awards/gold.cfm)
- The Lifetime Service Award recognizes a Life Fellow, Retired Fellow, Life Diplomat, or Retired Diplomat for significant contributions to ACHE. [\[link to http://www.ache.org/abt_ache/awards/lifetime.cfm\]](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. [\[link to http://www.ache.org/abt_ache/awards/hudgens.cfm\]](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; a letter stating the name and address of the nominator and the nominee is the only information required for nominations for these two awards. 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.

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Seminars Provide the Strategies You Need to Succeed

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 relations, cost management, patient safety, productivity, and organizational metrics, seminars provide best practices and operational tools you can implement in your organization. Seminars are offered at locations across the country; click on the links below for information about the seminars at each site:

- San Francisco, CA—October 17-20, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#sanfrancisco05](http://www.ache.org/SEMINARS/eventsbydate.cfm#sanfrancisco05)]
- Baltimore, MD—October 24-27, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#baltimore05](http://www.ache.org/SEMINARS/eventsbydate.cfm#baltimore05)]
- San Antonio, TX—November 14-17, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#sanantonio05](http://www.ache.org/SEMINARS/eventsbydate.cfm#sanantonio05)]
- Orlando, FL—December 12-16, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#orlando05](http://www.ache.org/SEMINARS/eventsbydate.cfm#orlando05)]

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Advancement Application Deadlines

If you are applying for advancement to Diplomate status, 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 to advance this year. 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**. [[link to http://www.ache.org/che_fache.cfm](http://www.ache.org/che_fache.cfm)]

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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. Increase your knowledge and confidence in preparation for the exam—sign up for the 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 you to access PowerPoint slides, audio lectures, and a group message board through ACHE's Web site. The next Online Tutorial will begin on November 7, 2005. For more information or to register, click here [[link to http://www.ache.org/membership/AdvtoDiplomate/EXAM/OnlineTutorial/OnlineTutorial.cfm](http://www.ache.org/membership/AdvtoDiplomate/EXAM/OnlineTutorial/OnlineTutorial.cfm)] or call the Division of Membership at (312) 424-9400.

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Council of Regents Elections

The 2005-2006 Council of Regents election process is under way with 26 jurisdictions open for election this year. Service as a Regent is a unique opportunity to exercise your leadership ability, share innovative ideas, and act on behalf of fellow affiliates. The Official Notice for the 2005-2006 Council of Regents Elections appeared in the May/June 2005 issue of *Healthcare Executive*, along with a complete list of areas that are holding Regent elections. Click here [[link to http://www.ache.org/newclub/electedleadersarea/regserv/elec.cfm](http://www.ache.org/newclub/electedleadersarea/regserv/elec.cfm)] for election details, or contact Susan M. Delhey, regional director, Division of Regional Services, at (312) 424-9329 or sdelhey@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, Mississippi, Missouri, 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 Thursday, September 8, 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.

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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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 [[link to http://www.ache.org/corppart.cfm](http://www.ache.org/corppart.cfm)] or contact Kimberly Anderson, assistant director, Corporate Partnerships, at (312) 424-9305 or kanderson@ache.org.

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