



CAHE

Colorado Association of Healthcare Executives
www.cahe.org



Winter Newsletter 2005 - 2006

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CAHE Winter Social – Names and Faces

The CAHE Winter Social had 18 people in attendance, who all seemed to have a really good time! The event was held at Il Fornaio restaurant in the DTC area. The group picked from 3 entrees, there was a cash bar, and we all had really nice networking opportunities. Several spouses were present. Randy gave a brief discussion of the current state of CAHE, where we're headed, etc. The event was a success. We hope to have a larger event next year!

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CAHE Upcoming Events for 2006

2006 events will take place on a Thursday of every other month:

February 23rd – CAHE Educational Series - Denver

Register now to attend the next CAHE meeting!

"Linking strategy to the front line". The speaker is Dennis Hansen, COO of Littleton Adventist Hospital. The program is a specifically intended outline practical tools that one can walk away with and apply in their workplace.

Date: **Thursday, February 23, 2006**

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: Littleton Adventist Hospital, 7700 South Broadway, Littleton, CO
7700 South Broadway, Littleton, CO

Cost: **\$20.00**

Register by February 20th at www.cahe.org.

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Article of Interest

Effective Communication - Six Ways to Polish Your Writing Skills

Article of Interest December 2005

The Art and Practice of Agreement

Clear and complete agreements often make the difference between success and suffering in workplace relationships. When each staff member knows what is expected or desired and then follows through on his or her part of the agreement, everyone wins. But when someone drops the ball on a project, everyone loses. One problem is that requests are often indirect: "I was hoping you could think about the possibility of maybe someday considering . . ." Another challenge is knee-jerk "yes" responses to requests--before people even know what's being asked. Then they run into trouble when they can't fulfill their promises or don't have the resources necessary to do the job. Use the following tips to address these two issues:

Making Requests

To make your requests more effective, be sure to include the following five elements:

1. Requester--who is doing the asking?
2. Listener--who is being asked?
3. Action--what is the desired future result?
4. Conditions of satisfaction--how will both of you know if the requested task has been done properly?
5. Timing--when should the request be fulfilled?

Listeners need to understand all five elements, so double-check with a statement such as "Will you tell me your understanding of my request? I want to make sure I explained it right."

Article of Interest (cont.)

Getting Responses to Requests

Instead of settling for ambiguous responses such as “I’ll try”, “Maybe,” “I’ll think about it,” or “I guess I could do that,” make sure you get one of the following responses from the person who is considering your request:

1. Promise--a statement that says, “Yes, I will do that.”
2. Turndown--a statement that says, “No, that doesn’t work for me” and also means, “Don’t count on me to do that.”
3. Counteroffer--a statement that says, “No, I won’t do that, but here’s what I will do. . .” A counteroffer essentially opens up a negotiation. Remember: If someone immediately says yes to your request, ignoring his or her concerns and resistance (or worse, if you ignore them), you will be prevented from fine-tuning your request or asking the *right* person.
4. Commitment to commit--a statement that says, “I don’t know yet, but I’ll get back to you by noon on Tuesday.” Note that this kind of response must include the “by when,” or people really haven’t made a commitment to do anything. If they don’t know when they’ll know, ask for a counteroffer, ask what information they need to make a decision or ask someone else.

With practice, you can learn to make clearer, more complete requests of others and then take time up front to carefully consider responses to requests. By clearly laying out what you need, drawing out concerns and discussing potential obstacles, and then getting a definite commitment one way or the other, you will foster a more efficient and enjoyable workplace.

Adapted from “The Art and Practice of Agreement,” by Daniel Robin;
www.abetterworkplace.com.

12 Habits of Effective Writers

Whether it’s transmitted through printed material, e-mail, Web sites or any other multimedia tool, the written word is a fundamental tool of communication. Therefore, being able to write effectively and persuasively is a skill you need to cultivate. Follow these tips for effective business writing:

Article of Interest (cont.)

1. *Get real.* Writing is something we do all the time, so you should think practical rather than poetical.
2. *Distill it.* What is your message in a nutshell? Effective writers are masters of distillation. Think of advertising slogans and newspaper headlines.
3. *Think reader.* Know your audience. Tune into your readers' world. What matters to them?
4. *Prepare to write.* Think before you write rather than writing before you think. Effective writers don't use the writing process to discover what they want to say. They have thought about it already and know what their point is.
5. *Find the story.* Effective writers--whether composing an e-mail, a report or a newspaper article--decide on the angle. If you're writing an e-mail, fill in the subject box before you begin.
6. *Don't reinvent the wheel.* Seek out templates, style guides and anything else that will make your life easier. Most organizations have these, but employees often are unaware of their existence.
7. *Map it out.* Good writers start with a structure. They think and write in modules--from the Ten Commandments to the four Ps of marketing.
8. *Keep it simple.* Effective writers aim for clarity. They know that an average sentence length of about eight words is the most readable and understandable. At 15 words a sentence, comprehension falls to about 90 percent. At 20 words, it drops to 75 percent. At 25 words, it drops to 62 percent.
9. *Make an impact.* The first line counts no matter what you are writing.
10. *Stay fresh.* The clearer your mind, the clearer your writing.
11. *Make it fit.* Edit to length and ask, "Does what I wrote fulfill its purpose?"

Article of Interest (cont.)

12. *Deliver and follow through.* Make sure that what you have written arrives safely. Otherwise, your effective piece will not serve its purpose.

Adapted from "Making Yourself Understood," by Stuart Crainer and Des Dearlove, *Across the Board*, May/June 2004, <http://www.conference-board.org>

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ACHE National News, Winter 2005-2006

Don't Miss ACHE's 2006 Congress on Healthcare Leadership

Congress maximizes your time by packing educational seminars and numerous career development programs and networking events into a few energy-filled days that can provide you with best practices to last throughout the year. ACHE's 2006 [Congress on Healthcare Leadership](#) will be held March 27 to 30 in Chicago. Detailed information--including seminar descriptions, a schedule of events and information about career development activities--is now available online. Follow the link above to access a PDF of the Congress brochure as well as online registration. If you need to request a printed copy of the Congress brochure, contact the Division of Education at (312) 424-9300.

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Connect to ACHE at the Local Level--Join an ACHE Chapter!

Do you want access to networking, education and career development at the local level? Eighty-one ACHE chapters connect our members with other healthcare leaders in their areas to address local and national healthcare management needs. Membership in one of these groups is a convenient way to make new contacts, identify job openings in your area, attend educational programs without incurring hefty travel expenses and enhance your community involvement.

ACHE Local Chapter (Cont).

Members of ACHE are not automatically members of the chapter in their area. But joining your local chapter is quick and easy. Just go to ACHE's [Chapter Directory](#), identify the chapter in your area and use the contact information provided to apply for membership. Many chapters even offer online application forms.

For more information on ACHE chapters, contact the Division of Regional Services at (312) 424-9326 or regionalservices@ache.org.

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ACHE Call for Nominations for the 2007 Slate

ACHE's 2006-2007 Nominating Committee is calling for applications to serve for 2007. 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 2 (two-year term ending in 2009)
- Nominating Committee Member, District 3 (two-year term ending in 2009)
- Nominating Committee Member, District 6 (two-year term ending in 2009)
- Regent-at-Large, District 3 (three-year term ending in 2010)
- Governor (three-year term ending in 2010)
- Governor (three-year term ending in 2010)
- Governor (three-year term ending in 2010)
- Governor (three-year term ending in 2010)
- Chairman-Elect

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

District 2 consists of District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia and West Virginia. District 3 consists of Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

Nominations (cont.)

District 6 consists of Air Force, Army, Navy (including the coast Guard and Uniformed Members of the Public Health Service) and Veterans Affairs.

The first meeting of ACHE's 2006-2007 Nominating Committee will be held on Tuesday, March 28, 2006, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session from 2:45 p.m. to 3:45 p.m. During this time, there will be an orientation session conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE affiliates to present and discuss their views of ACHE leadership needs. If need be, the committee will meet again on September 15, 2006, to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Thursday, October 26, 2006. 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: Richard A. Henault, FACHE, Chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3424.

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