Pursuing Excellence

2011 Annual Report and Reference Guide

American College of Healthcare Executives
for leaders who care®
# Table of Contents

- Vision, Mission and Values ........................................ 2
- Letter to Affiliates .................................................. 3
- Affiliate Profiles .................................................... 12
- Past Chairman Officers of ACHE 1933–2010 .................. 16
- Strategic Plan Goal Areas ......................................... 16
- Selected Financial Data ............................................. 17
- 2010 Contributors to the Fund for Innovation in Healthcare Leadership ........................................... 19
- 2011 Premier Corporate Partners ................................ 22
- Chairman Officers and President/CEO ......................... 24
- Board of Governors .................................................. 25
- ACHE Districts and Council of Regents ....................... 26
  - District 1 ......................................................... 27
  - District 2 ......................................................... 28
  - District 3 ......................................................... 29
  - District 4 ......................................................... 30
  - District 5 ......................................................... 31
  - District 6 ......................................................... 32
- 2011–2012 Committee Rosters .................................... 33
- Chapters .................................................................... 36
- Healthcare Executive Groups—International ................ 37
- Women’s Healthcare Executive Networks .................... 37
- Higher Education Network ........................................ 38
- 2011 ACHE Award Winners and Endowments ............... 39
- ACHE Chapter Management and Awards Program ........ 40
- Standards of Excellence for Staff ............................... 41
- ACHE Staff ............................................................. 42
  - Executive Office .................................................. 42
  - Communications and Marketing ............................... 43
  - Finance and Administration ..................................... 44
  - Health Administration Press .................................... 45
  - Management Information Systems ......................... 46
  - Member Services ................................................ 47
  - Professional Development ...................................... 48
  - Regional Services ................................................ 49
- Directory of Services ............................................... 50
- Code of Ethics ......................................................... 52
- ACHE Statement on Diversity .................................... 54
- ACHE Ethical Policy Statements and Policy Statements .... 55
- ACHE Online Resources ........................................... 56
**Vision**
To be the premier professional society for healthcare executives dedicated to improving healthcare delivery.

**Mission**
To advance our members and healthcare management excellence.

**Values**
As members of the American College of Healthcare Executives, we are committed to:

- **Integrity**: We advocate and emulate high ethical conduct in all we do.

- **Lifelong Learning**: We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations and our profession.

- **Leadership**: We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions.

- **Diversity**: We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.
Excellence.
It’s something all leaders of healthcare organizations strive for.
For our patients and the communities we serve.
For our staff.
For our profession.

ACHE’s mission is “to advance our members and healthcare management excellence.”
ACHE strives to achieve this mission through its many credentialing, education,
networking and career services offerings.

Five key goal areas—membership, knowledge, career advancement, leadership and
service excellence—form the basis of ACHE’s strategic plan and guide ACHE in
serving affiliates as they pursue excellence. Following are highlights of the programs
and initiatives undertaken by ACHE in these areas in 2010 to address the current
and future needs of the profession.

Membership
In 2010 ACHE’s membership continued to grow, with membership at more than
40,000 affiliates at year end. More than 6,400 Members were admitted or reinstated,
and more than 600 individuals advanced to Fellow, earning the distinction of
board certification in healthcare management.

ACHE continued promoting the value of the FACHE® credential in 2010 with its
award-winning FACHE advertising series in Healthcare Executive, Modern
Healthcare, Hospitals & Health Networks, and Trustee magazines. The ads feature
ACHE Fellows and build awareness of the significance of board certification in
healthcare management. To further this effort, in 2010 ACHE developed a new
version of the FACHE ad, which draws a connection between the CEOs of eight of
the 12 Baldrige award-winning healthcare organizations and their board certifica-
tion in healthcare management. In addition, an ad encouraging Fellows to display
their credential with their name ran in Healthcare Executive.
To further enhance the value of the FACHE credential, ACHE’s Board of Governors, at its November 2010 meeting, revised the requirements associated with earning the credential and for recertification. The Board affirmed the value of both face-to-face and distance learning but believes that at a very minimum, those who seek and hold the FACHE credential need to learn, share and grow in the company of their peers for at least 12 hours every three years.

ACHE continues its work to enhance executive search firm consultants’ understanding of the value of board certification in healthcare management and to encourage them to consider ACHE Fellows first for executive positions. In 2010, 47 search firms indicated support for the FACHE credential. In addition, representatives of leading executive search firms attended the 21st annual Executive Search Firm Day for discussions on executive succession and contracts.

ACHE continued to support its International Associates in 2010 with 41 international liaisons, who serve as ACHE resources, and four international healthcare executive groups, which provide networking opportunities.

ACHE further strengthened participation by members in its 83 local chapters by promoting, through a new advertising campaign, the many opportunities that exist at the local level. The “I Connect” campaign, featured in Healthcare Executive magazine and online at ache.org/Chapters, promotes the benefits chapter involvement offers affiliates in four areas: leadership, education, advancement and networking.

In 2010 ACHE’s chapters were again instrumental in honoring ACHE Recognition Program recipients by holding ceremonies to honor those who are members of their chapters. Recognition Program awards were presented to more than 200 ACHE affiliates. Their names are listed on ache.org, and their individual affiliate directory listings reflect this recognition of their volunteer activities and service to the profession.

ACHE chapters also serve as a vital resource to health administration students and the academic community, providing opportunities for involvement, growth and learning to future healthcare leaders. In 2010, ACHE continued support to this community through its Higher Education Network, which consisted of 185 healthcare administration programs at year end.
Knowledge

ACHE remains dedicated to providing healthcare executives opportunities to gain critical knowledge and skillsets in a number of ways. In 2010 ACHE provided more than 150 seminars, special programs and distance learning opportunities. Among these, ACHE debuted six new seminars and programs and offered 16 webinars, eight online seminars and 46 on-location programs.

In addition, more than 4,600 registrants took advantage of the educational, networking and professional development opportunities available at the 2010 Congress on Healthcare Leadership. The program featured more than 100 seminars including a special educational track for students. ACHE also provided Congress Express in 2010 as a way for affiliates to experience many of the benefits and features of Congress at a reduced cost, Wednesday and Thursday only. As planning for the 2011 Congress began, seminar faculty were asked to incorporate key health reform strategies and tactics into their presentations.

In 2010 ACHE’s chapters again made significant strides in increasing the number of educational and networking events available at the local level and participation in those programs. ACHE’s 83 chapters provided more than 800 education and networking events to more than 44,000 attendees, a 27 percent increase in attendance over the previous year.

In its continued effort to support chapter leaders and Category I education opportunities at the local level, ACHE introduced seven new panel discussion templates for use by chapters. These offerings bring the total number of diverse panel discussion templates available to chapters to 52.

In 2010 Health Administration Press (HAP) continued its contribution to ongoing learning with publication of 14 books, 10 journal issues and six new or revised Self-Study courses. HAP sold more than 65,000 publications—a record—and more than 1,400 Self-Study courses. The *Journal of Healthcare Management* and *Frontiers of Health Services Management* continue to serve as valuable resources to the field.

1. An ad encouraging ACHE Fellows to use their credential appeared in Healthcare Executive magazine.

2. ACHE works to enhance executive search firm consultants’ understanding of the value of board certification in healthcare management. In 2010, 47 search firms indicated support for the FACHE credential. Ads thanking search firms appeared in Healthcare Executive and Modern Healthcare magazines.
ACHE’s bimonthly magazine, *Healthcare Executive*, provides another opportunity for leaders to gain critical knowledge and strategies for success. For the seventh year in a row, *Healthcare Executive* was ranked by executives as the “most useful” to their job ahead of the four other leading publications in the field, according to the 2010 Affiliate Needs Survey.

ACHE’s electronic information services also continue to grow in importance. In 2010, users logged more than two million sessions on ache.org. ACHE also remained active in the social media arena. The American College of Healthcare Executives (ACHE) Official Group on LinkedIn continued to provide social networking opportunities in 2010 and currently has more than 6,000 members. New in 2010, ACHE featured an ACHE Congress on Healthcare Leadership fan page on Facebook—which currently has more than 1,400 “friends”—and several ACHE affiliates tweeted throughout the week during Congress using ACHE’s Twitter hashtag. Many affiliates also attended LinkedIn tutorials offered at Congress to learn more about that particular social networking platform.

Research also continues to be instrumental in ACHE’s ability to share knowledge with its members and the healthcare management field. In 2010, ACHE conducted a number of focus groups and studies including the Affiliate Needs Survey and 10 other surveys on topics of interest to the field.

**Career Advancement**

Through a variety of programs and services, in 2010 ACHE continued to enhance affiliates’ opportunities for career development and advancement.

ACHE’s Healthcare Executive Career Resource Center (HECRC) served more than 1,600 affiliates and conducted numerous workshops and resume reviews during 2010. In addition, ACHE’s online Job Bank and Resume Bank—averaging more than 1,000 positions and more than 3,500 resumes per month, respectively—also aided affiliates making job and career path changes. ACHE served affiliates who are in career transition with the Career Management Network and continued to match mentors and protégés through the Leadership Mentoring Network.
To add to its support of early careerists, in 2010 ACHE completed its study of the current state of residency and postgraduate administrative fellowships in healthcare management. With the advice and counsel of the Board of Governors, ACHE staff is now implementing the study’s recommendations to increase the number of postgraduate fellowship opportunities in the field.

ACHE also continued its work to inform those outside the profession about career opportunities in healthcare management. ACHE’s healthmanagementcareers.org website is designed for high school and college students seeking information about the profession. In 2010, the site was accessed more than 192,000 times. It includes presentations that can be given to students by elected leaders, affiliates and others. Postcards promoting the site were sent to 17,000 career counselors, and ads promoting the site were placed on Facebook as a means of reaching students directly.

Leadership
In its continued efforts to advance the healthcare management profession, ACHE supports affiliates in their efforts to develop and maintain the attributes and skills of leadership excellence.

One vital aspect of this effort is ACHE’s Code of Ethics, which continues to serve as a tool for healthcare executives to establish a strong ethical foundation in their organizations and their careers. In August 2010, ACHE conducted a survey to determine how ACHE’s affiliates have used the Code of Ethics in the past five years, how often they encounter 19 potential ethical issues and how much of an ethical challenge each of those issues posed. The results of the study were published in the July/August 2011 issue of Healthcare Executive. ACHE also updated one Ethical Policy Statement in 2010—“Creating an Ethical Culture Within the Healthcare Organization”—and again published the Ethics Self-Assessment in Healthcare Executive magazine. An ethics column continues to appear in each bimonthly issue of the magazine, and ethics educational programs are offered annually.
As another means to provide leadership development opportunities for its affiliates, ACHE continues to work with many healthcare organizations on behalf of the profession. In 2010 ACHE collaborated with the following organizations:

- The Advisory Board Company
- American College of Physician Executives
- American Hospital Association
- American Organization of Nurse Executives
- American Society for Quality
- Asian Health Care Leaders Association
- Association of University Programs in Health Administration
- Canadian College of Health Service Executives
- Center for Healthcare Governance
- Commission on Accreditation of Healthcare Management Education
- The Governance Institute
- Healthcare Financial Management Association
- Healthcare Information and Management Systems Society
- Institute for Diversity in Health Management
- Institute for Healthcare Improvement
- International Hospital Federation
- The Joint Commission
- Medical Group Management Association
- National Association of Health Services Executives
- National Commission on Correctional Health Care
- National Forum for Latino Healthcare Executives
- National Patient Safety Foundation
- Organ Donation and Transplantation Alliance
- State hospital associations

To help develop leaders who are advocates for the profession, ACHE continued to provide its affiliates with education and other resources on critical policy issues and the advocacy process. Healthcare policy issues are highlighted in a regular column in Healthcare Executive magazine. In addition, in 2010 ACHE updated four policy statements. ACHE also continues its image campaign to
educate the public about the important role healthcare executives play in patient care.

Diversity continues to be an important leadership value for ACHE, as reflected in ACHE’s own programs and services. This value is also reflected in ACHE’s support for organizations such as the Institute for Diversity in Health Management and other organizations representing minority segments of the healthcare management profession. In 2010 ACHE worked with the Asian Health Care Leaders Association, National Association of Health Services Executives and National Forum for Latino Healthcare Executives.

In addition, with the American Hospital Association ACHE hosted the 2010 International Hospital Federation Leadership Summit in Chicago.

Service Excellence
In these increasingly challenging times, service excellence—on the part of healthcare executives, healthcare providers and ACHE—remains a crucial component of the healthcare delivery system. To help affiliates achieve and maintain service excellence in their organizations, ACHE promotes it in a variety of ways.

One way ACHE helps advance service excellence in the field of healthcare management is through its Corporate Partnerships Program. In 2010 Corporate Partner support again enabled ACHE to bring additional high-quality programming to its affiliates. For ACHE’s Premier Corporate Partners, interaction with the healthcare management community continued to provide better understanding of the challenges healthcare executives face and the opportunity for enhanced service to the field. In 2010 11 Premier Corporate Partners renewed their commitment to ACHE for 2011.

The Fund for Innovation in Healthcare Leadership—a philanthropic initiative of the Foundation of ACHE—continues its work in developing visionary leaders and management systems to improve healthcare delivery. In 2010 two educational programs were funded in part by the Fund—“Ethical Wisdom: Doing the Right
ACHE continually looks for new ways to enhance service to its affiliates. In an effort to ensure ACHE’s governance structure continues to meet affiliates’ needs, in 2010 a Governance Task Force began its work in identifying strengths and opportunities for improvement in ACHE’s governance structure and processes.

In another form of service to its members, in 2010 ACHE’s Chairman Officers and Governors made numerous visits to state hospital association meetings and chapter events to speak to and hear from affiliates.

As another means to pursue greater service to its affiliates, in 2010 ACHE embarked on analysis and study in preparation for application for the Lincoln Award, the state-level (within Illinois) equivalent of the Malcolm Baldrige National Quality Award for performance excellence.

In addition, ACHE made improvements to its Customer Service Center by adding a live chat feature in the My ACHE area of ache.org. This service makes customer service representatives available in real time to answer questions and address affiliates’ needs.

Because a well-trained staff is a critical component of service excellence, in 2010 ACHE staff participated in a number of training and development opportunities on topics such as healthcare management and skills designed to help staff better address affiliates’ needs.

ACHE’s elected leaders, chapters and staff members are committed to service excellence and providing our affiliates the highest-quality programs and services you need to succeed in your careers. We look forward to pursuing excellence with you in the year ahead.

1. ACHE affiliates participate in the 2010 Senior Executive Program, one of many opportunities ACHE provides to help healthcare executives gain critical knowledge and skillsets.

2. ACHE’s Healthcare Executive Career Resource Center served more than 1,600 affiliates in 2010.
1. The Fund for Innovation in Healthcare Leadership continues its work in developing visionary leaders and management systems to improve healthcare delivery.

2. (Middle and right) More than 4,600 attendees participated in the 2010 Congress on Healthcare Leadership, which featured more than 100 educational and networking offerings. As planning for the 2011 Congress began, presenters were asked to incorporate health reform strategies into their educational seminars.

Rulon F. Stacey, PhD, FACHE
Chairman
President/CEO
Poudre Valley Health System
Fort Collins, Colo.

Gayle L. Capozzalo, FACHE
Chairman-Elect
Executive Vice President, Strategy and System Development
Yale New Haven Health System
New Haven, Conn.

Christopher D. Van Gorder, FACHE
Immediate Past Chairman
President/CEO
Scripps Health
San Diego

Thomas C. Dolan, PhD, FACHE, CAE
President/CEO
American College of Healthcare Executives
Chicago
Healthcare executives today face extraordinary challenges given the pace of change of healthcare and the uncertainty of what the future may bring. In order to keep up with the changes, we must be actively focused on the vital tasks of attracting and keeping the creative talent needed to move our organizations ahead of the “change curve.” Managing the various competing interests within our organizations is also a continual struggle.

To meet these and other hurdles, healthcare executives must be flexible. We must be energetic enough to anticipate transformations in the field and in our healthcare delivery systems. And we must possess the knowledge and skills needed to strategically address those changes. To be able to do all of these things effectively, we must also be able to manage our stress levels.

Participation in professional associations such as ACHE is vital for healthcare leaders and our ability to keep up with this ever-changing field. I would encourage those who are not already involved with ACHE to join. For those who are Members, I would encourage you to seek board certification in healthcare management as an ACHE Fellow as further testimony to your commitment to the field. The networking opportunities have helped me keep up with best practices in the field and build both professional and personal relationships.

The era of health reform may represent the greatest change for hospitals in decades as new ways of delivering and reimbursing for care are implemented. Critical to success will be the ability of hospitals and physicians to clinically integrate care for a defined population of patients. Creating structures to successfully integrate care, manage lives across the care continuum and share reimbursement among providers will be essential as we move from a system built on fee-for-service to one designed around fee-for-value.

In this emerging era, the necessity for leaders to effectively communicate has never been greater. The action of leadership is communication. Leaders must be able to articulate an inspiring vision for the future that is compelling to employees, physicians and the community. While the magnitude of the coming change may be unsettling, the opportunity to build a better and more affordable health system will be worth the effort.

ACHE is the premier professional organization for healthcare leaders. Through its vast educational offerings and the opportunity to network with colleagues from across the healthcare landscape, ACHE provides valuable learning opportunities that are essential to success in meeting the challenges we all face going forward.
Board Member and Past President, Great Lakes Chapter of ACHE
President-Elect, University of Iowa Health Management and Policy Alumni Board
Vice Chair, David D. Hunting YMCA Board of Managers
Member, Regional Policy Conference West Michigan: Health Care Taskforce

The healthcare field is in a state of flux. The organizations that will thrive during this period of change will be those that create exceptional, valuable experiences that allow consumers to take control of their health and healthcare encounters. Healthcare executives must create a nimble, efficient and value-added experience for consumers. My hope is that emphasis on the patient experience will provide a sense of urgency within the healthcare field to fix its complex, financial and political issues.

Leaders must have confidence and determination, followed closely by inspiration and accountability, to achieve success in the next decade. The changes expected for our field will require steady, assertive leaders who are capable of navigating complex issues. These leaders must be willing and able to implement difficult and sometimes unpopular initiatives to move the needle forward. Leaders can ignore change or embrace it. Those who embrace change will be successful.

ACHE is an excellent organization offering advanced educational courses and great networking events. The opportunities ACHE membership provides for learning and discussing new ideas for improving our industry are exceptional. It is amazing to interact with such passionate, self-motivated leaders who can make a visible impact on their communities.

One of the major issues healthcare executives face today is access to additional resources, which are difficult to obtain in this challenging economic climate. With that in mind, organizations must be creative, and that begins with uncovering multiple ways to eliminate waste. Accomplishing this begins with a dedicated focus from the CEO, who must lead his or her organization to deliver high-quality, evidence-based care while reducing costs and streamlining operations. This approach requires clarity in strategic priorities and determining allocation of resources for quality—while saying “no” to otherwise important programs—to prepare for the transformation of healthcare.

With this change, hospitals are also moving toward integrating their healthcare services and providing coordinated care, which will require an effective leader who possesses collaborative skills and the ability to develop a culture of trust within the organization. Collaboration becomes critical to organizational success as healthcare systems incorporate shared governance, co-management and joint venture models, and develop administrative and physician leaders. In order for all of this to be effective, the question we should always return to is “why” we are serving together.

Membership with ACHE serves healthcare executives well because the organization is a marker of excellence, professionalism and integrity.

Christina M. Freese-Decker, FACHE
Vice President, System Strategic Planning and Development, and Executive Director, Spectrum Health Regional Hospital Network
Spectrum Health Grand Rapids, Mich.

Sally E. Jeffcoat, FACHE
President and CEO
Saint Alphonsus Health System
Boise, Idaho

Board Member, Blue Cross of Idaho
Board Member, Idaho Hospital Association
Board Member, Idaho Association of Commerce & Industry
Alternate Regional Executive, AHA Region 8

Affiliate Profiles
There is a need and an opportunity to accelerate operating performance. We are in the midst of formidable challenges due to market, workforce, regulatory and reimbursement trends. Healthcare executives need to redefine care delivery across a continuum while balancing the interests of multiple stakeholders, which can be challenging.

However, healthcare leaders today need to press on beyond these immediate challenges and take hold of new opportunities. This is a time to create, innovate and stand out. In Zen practice there is a saying: “In the beginner’s mind there are many possibilities; in the expert’s mind there are few.” Having an eagerness to learn and an attitude of openness is key to transforming healthcare.

I believe this is a great time, now more than ever, to be part of ACHE. It has an impressive membership base with individuals who have significant impact and influence over healthcare delivery. ACHE’s continuing education opportunities are a valuable way to stay informed about our changing environment. The challenges we mutually face are the catalyst for learning and sharing best practices. 😊

Healthcare executives are leading their organizations in a very dynamic environment, which requires significant agility and nimbleness with respect to people, systems and processes. With that, the most important characteristic we can possess is resilience. Leading in today’s ever-changing atmosphere involves making rapid cycle changes; having the ability to learn from mistakes and improve is critical to success.

ACHE can be used as a peer network and for setting the standards for the profession, which are important. In addition, ACHE’s chapters provide opportunities to learn what’s going on professionally at the local level. Chapter events are one of the few occasions that allow executives to interact with their peers from other organizations in their area.

ACHE provides an array of resources that all professionals can tap into to gain additional knowledge and understanding of the critical issues that affect us today. Its research and educational offerings provide tools for lifelong learning, and ACHE is really the professional organization that’s with you from graduate school all the way to a senior executive or a board trustee position. ACHE has that longevity over the course of your career. 😊
For the past six years, the top issue identified by hospital CEOs in ACHE’s annual “Top Issues Confronting Hospitals” survey has been financial challenges. This holds true for healthcare executives in the military health system as well, as we become an increasingly larger portion of the overall Department of Defense budget and work to sustain the healthcare benefit. Managing the critical transition from volume to value via implementation of a pay-for-performance budget model and the patient-centered medical home model will require delivering improved care at greater cost efficiency.

Strong healthcare executive leadership is essential in guiding healthcare organizations through this transformation. I believe that being a trustworthy leader is the cornerstone of being an effective leader. Healthcare leaders must consciously behave and communicate in manners that build and foster trust on all levels.

I joined ACHE because of its high standards of conduct for the profession aimed at improving the healthcare delivery system. Given the fact that the healthcare industry perpetually changes, membership and active participation in organizations like ACHE are essential because they provide lifelong learning through educational programs and focus on values-based leadership. Our military healthcare leaders serve around the world; professional membership in ACHE and other organizations like it provides great value by offering readily available quality networking, education and career development opportunities.

In addition to the universally shared pressures to provide safe, effective, patient-centered, timely, efficient and equitable care, keeping pace with the knowledge and skills required to manage and lead organizations and individuals through change can be daunting. Balancing cultural, operational and strategic requirements to improve patient care requires competencies not necessarily learned in school or from a textbook.

The most important characteristic of being a successful leader is the ability to develop and maintain effective interpersonal relationships with associates, physicians and other stakeholders. To succeed as a transformational leader, one must listen more than speak; base decisions on the organization’s mission, vision and values; negotiate pathways to attain goals; and send messages—in small and big ways—that communicate a fidelity to that mission.

ACHE allows me to be up to speed with changing knowledge and skill requirements. Its publications are a way to stay current with evidence-based healthcare management, and ACHE provides a network of colleagues and peers for learning about different ways of doing things. As a former practicing healthcare executive and now as an academic, I am grateful for the professional publications, seminars, Self-Study courses, webinars and the annual Congress on Healthcare Leadership. These are excellent avenues for continuous, lifelong learning.
Past Chairman Officers of ACHE 1933–2010

Prior to 1972 identified as President

1933–1934 ‡ Charles A. Wordell
1934–1935 ‡ Robert E. Neff
1935–1936 ‡ Fred G. Carter, MD
1936–1937 ‡ Basil C. MacLean, MD
1937–1938 ‡ Howard E. Bishop
1938–1939 ‡ Robin C. Buerki, MD
1939–1940 ‡ James A. Hamilton
1940–1941 ‡ Arthur C. Bachmeyer, MD
1941–1942 ‡ Lucius R. Wilson, MD
1942–1943 ‡ Joseph G. Norby
1943–1944 ‡ Robert H. Bishop Jr., MD
1944–1946 ‡ Claude W. Munger, MD
1946–1947 ‡ Frank R. Bradley, MD
1947–1948 ‡ Edgar C. Hayhow, PhD
1948–1949 ‡ Jessie J. Turnbull
1949–1950 ‡ Wilmar M. Allen, MD
1950–1951 ‡ Frank J. Walter
1951–1952 ‡ Ernest I. Erickson
1952–1953 ‡ Fraser D. Mooney, MD
1953–1954 ‡ Merrill F. Steele, MD
1954–1955 ‡ Albert C. Kerlikowske, MD
1955–1956 ‡ J. Dewey Lutes
1956–1957 ‡ Arthur J. Swanson
1957–1958 ‡ Frank S. Groner
1958–1959 ‡ Anthony W. Eckert

1959–1960 ‡ Ray E. Brown
1960–1961 ‡ Melvin L. Sutley
1961–1962 ‡ Tol Terrell
1962–1963 ‡ Frank C. Sutton, MD
1963–1964 ‡ Robert W. Bachmeyer
1964–1965 ‡ Ronald D. Yaw
1965–1966 ‡ Boone Powell
1966–1967 ‡ Peter B. Terenzio
1967–1968 ‡ Donald W. Cordes
1969–1970 Arnold L. Swanson, MD
1970–1971 ‡ Orville N. Booth
1971–1972 ‡ Everett A. Johnson, PhD
1972–1973 ‡ William N. Wallace
1973–1974 ‡ Gene Kidd
1974–1975 ‡ William S. Brines
1975–1976 ‡ James D. Harvey
1976–1977 ‡ Henry X. Jackson
1977–1978 ‡ Norman D. Burkett
1978–1979 ‡ Ray Woodham
1979–1980 ‡ Chester L. Stocks
1980–1981 Donald R. Newkirk
1981–1982 ‡ Charles T. Wood
1982–1983 Earl G. Dresser
1983–1984 ‡ Alton E. Pickert
1984–1985 Austin Ross
1985–1986 ‡ Deceased

1987–1988 Francis J. Cronin
1989–1990 ‡ H.W. Maysent
1990–1991 James O. Hepner, PhD
1993–1994 Ronald G. Spae
1997–1998 Larry L. Mathis
1998–1999 David W. Benfer
1999–2000 Mark J. Howard
2000–2001 Michael C. Waters
2001–2002 Diane Peterson
2002–2003 Mark R. Neaman
2003–2004 Larry S. Sanders
2004–2005 Richard A. Henault
2005–2006 Samuel L. Odle
2006–2007 William C. Schoenh
2007–2008 Alyson Pitman Giles
2008–2009 MG David A. Rubenstein
2009–2010 Charles R. Evans
2010–2011 Christopher D. Van Gorder

Strategic Plan Goal Areas

Goal Area 1: Membership
To exceed our members’ expectations through enhancements to our credentialing program, chapter development and other programmatic changes that add strategic value.

Goal Area 2: Knowledge
To provide our members with the tools and information they need to excel in our profession.

Goal Area 3: Career Advancement
To deliver programs, products and services that advance professional excellence and attract future leaders to the profession.

Goal Area 4: Leadership
To support our members in developing and maintaining the attributes of leadership excellence.

Goal Area 5: Service Excellence
To provide exemplary service to our members.
### Consolidated Statement of Financial Position as of December 31, 2010

#### Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$8,420,908</td>
</tr>
<tr>
<td>Accounts receivable, less allowance for doubtful accounts</td>
<td>1,314,540</td>
</tr>
<tr>
<td>Investments available for general purposes</td>
<td>12,289,299</td>
</tr>
<tr>
<td>Other</td>
<td>586,513</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>22,611,260</td>
</tr>
<tr>
<td><strong>Investments:</strong></td>
<td></td>
</tr>
<tr>
<td>Investments available for general purposes</td>
<td>27,399,164</td>
</tr>
<tr>
<td>Investments designated for specific purposes</td>
<td>4,477,898</td>
</tr>
<tr>
<td><strong>Total investments</strong></td>
<td>31,877,062</td>
</tr>
<tr>
<td><strong>Total equipment, furniture, and leasehold improvements, net</strong></td>
<td>1,046,040</td>
</tr>
<tr>
<td><strong>Total other noncurrent assets</strong></td>
<td>3,274,978</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$58,809,340</td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$4,097,054</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>6,703,478</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>10,800,532</td>
</tr>
<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td>3,685,403</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>14,485,935</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>39,561,105</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>3,452,300</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>1,310,000</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>44,323,405</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$58,809,340</td>
</tr>
</tbody>
</table>

*For a complete copy of ACHE’s audited financial statements or other financial information, please contact the Vice President of Finance and Administration at (312) 424-9330.*
## Consolidated Statement of Activities and Changes in Net Assets—Year Ended December 31, 2010

### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues and fees</td>
<td>$7,078,985</td>
</tr>
<tr>
<td>Educational programs</td>
<td>8,724,614</td>
</tr>
<tr>
<td>Publications</td>
<td>6,711,611</td>
</tr>
<tr>
<td>Contributions, grants, &amp; net assets released from restrictions</td>
<td>1,860,175</td>
</tr>
<tr>
<td>Royalties and fees for service</td>
<td>594,267</td>
</tr>
<tr>
<td>Total revenues</td>
<td>24,969,652</td>
</tr>
</tbody>
</table>

### Functional Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Educational programs</td>
<td>6,388,962</td>
</tr>
<tr>
<td>Books and journals</td>
<td>6,183,550</td>
</tr>
<tr>
<td>Professional development and other</td>
<td>4,839,117</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td>17,411,629</td>
</tr>
<tr>
<td><strong>Supporting services</strong></td>
<td></td>
</tr>
<tr>
<td>Support activities</td>
<td>4,343,901</td>
</tr>
<tr>
<td>Fundraising activities</td>
<td>491,326</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>4,835,227</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>22,246,856</td>
</tr>
<tr>
<td>Revenues in excess of expenses from operations</td>
<td>2,722,796</td>
</tr>
<tr>
<td>Non-operating</td>
<td></td>
</tr>
<tr>
<td>Net investment income</td>
<td>4,403,839</td>
</tr>
<tr>
<td>Revenues (less than) in excess of expenses</td>
<td>7,126,635</td>
</tr>
</tbody>
</table>

Changes in temporarily restricted net assets       | 371,185   |

**Change in net assets**                           | $7,497,820|

## Consolidated Statement of Cash Flows—Year Ended December 31, 2010

### Cash flows from operating activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$7,497,820</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities</td>
<td>(1,460,719)</td>
</tr>
</tbody>
</table>

Net cash provided by operating activities         | 6,037,101 |

### Cash flows from investing activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash used in investing activities</td>
<td>(4,513,023)</td>
</tr>
<tr>
<td>Change in cash and cash equivalents</td>
<td>1,524,078</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents, beginning of year</td>
<td>6,896,830</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents, end of year</strong></td>
<td>$8,420,908</td>
</tr>
</tbody>
</table>
Visionary: $100,000 and up
Toshiba America Medical Systems, Inc.*

Innovator: $50,000–$99,999
Scripps Health (Christopher D. Van Gorder, FACHE)*

Leader: $25,000–$49,999
Anonymous*

Benefactor: $5,000–$9,999
Larry S. Sanders, FACHE*

Patron: $2,500–$4,999
Christine Candiolo, RN, FACHE, and Vincent Candio*

Friend: $1,000–$2,499
Jimmie R. Alford and Maree G. Bullock*
Paula R. Autry, FACHE*
Deborah J. Bowen, FACHE, CAE*
John J. Buckley Jr., FACHE, and Sarah A. Buckley
Frank D. Byrne, MD, FACHE, and Cindy L. Byrne*
Marie Cameron, FACHE*
Gayle L. Capozzalo, FACHE, and Jack K. Heil, PhD*
Michael H. Covert, FACHE*
Teresa E. Edwards, FACHE*
Fred J. England, FACHE, and Kathy England*
Alyson Pitman Giles, FACHE, and William G. Giles*
Mark A. Hamilton, FACHE, and Debbie Hamilton*
Patrick G. Hays, FACHE*
Richard T. Howerton III, FACHE*
David H. Jeppson, LFACHE, and June Jeppson*
Alan N. King, FACHE*
Linda J. Knodel, RN, FACHE*
John M. Kutch Jr., DPA, LFACHE*
James M. Lally, DO*
Edward H. Lamb, FACHE*
James Y. Lee, FACHE, and Mamie I. Lee*
Kevin E. Lofton, FACHE*
Frank Lopez, FACHE*
John J. Lynch III, FACHE*
Jerrold A. Makii, FACHE*
Gary W. Mitchell, FACHE*
Cynthia A. Moore-Hardy, FACHE*
Mark R. Neaman, FACHE*
Philip A. Newbold, FACHE*
Irwin Press, PhD*
Deborah Y. Rasper, FACHE, and Alan Rasper*
MG David A. Rubenstein, FACHE, and Pat Rubenstein*
John C. Sheehan, FACHE*
Douglas Shepherd, LFACHE*
Di Smalley, FACHE*
Rulon F. Stacey, PhD, FACHE*
Darlene Stromstad, FACHE*
Edgar L. Tucker Jr., FACHE*
Christopher D. Van Gorder, FACHE, and Rosemary Van Gorder*
David L. Woodrum, FACHE*
The Foundation of the American College of Healthcare Executives has made every attempt to acknowledge all of our donors who have given in 2010. If you note a discrepancy please call (312) 424-9305.
The American College of Healthcare Executives would like to thank our 2011 Premier Corporate Partners for their support.
Allscripts Healthcare Solutions, Inc.
www.allscripts.com

ARAMARK Healthcare
www.aramarkhealthcare.com

GE Healthcare
www.nextlevel.gehealthcare.com

Janssen Pharmaceuticals, Inc.
www.janssenpharmaceuticalsinc.com

Siemens Healthcare
www.siemens.com/healthcare

Trane
www.trane.com
Chairman Officers and President/CEO

CHAIRMAN
Rulon F. Stacey, PhD, FACHE
President and Chief Executive Officer, Poudre Valley Health System
2315 East Harmony Road, Suite 200
Fort Collins, CO 80528
(970) 237-7001, rfs@pvhs.org

CHAIRMAN-ELECT
Gayle L. Capozzalo, FACHE
Executive Vice President, Strategy and System Development, Yale New Haven Health System
789 Howard Avenue, Suite 1059CB
New Haven, CT 06519
(203) 688-2605,
gayle.capozzalo@ynhh.org

IMMEDIATE PAST CHAIRMAN
Christopher D. Van Gorder, FACHE
President and Chief Executive Officer, Scripps Health
4275 Campus Point Court
San Diego, CA 92121
(858) 678-7200,
vangorder.chris@scrippsinstitute.org

PRESIDENT AND CHIEF EXECUTIVE OFFICER
Thomas C. Dolan, PhD, FACHE, CAE
American College of Healthcare Executives
1 North Franklin Street, Suite 1700
Chicago, IL 60606
(312) 424-9365, tdolan@ache.org
Paula R. Autry, FACHE
President, Mount Carmel East Hospital
6001 East Broad Street
Columbus, OH 43213
(614) 234-6070, pautry@mchs.com
Term ends: 2012

COL Kyle D. Campbell, FACHE
Chief of Staff (Chief Operating Officer), Southern Regional Medical Command
182 Artillery Post Road
Fort Sam Houston, TX 78234
(210) 295-2355, kyle.d.campbell@us.army.mil
Term ends: 2012

Christine M. Candio, RN, FACHE
Chief Executive Officer, Inova Alexandria Hospital
Senior Vice President, Inova Health System
4320 Seminary Road
Alexandria, VA 22304
(703) 504-3169, christine.candio@inova.org
Term ends: 2013

Richard D. Cordova, FACHE
President and Chief Executive Officer, Children’s Hospital Los Angeles
4650 Sunset Boulevard
Mailstop #1
Los Angeles, CA 90027
(323) 361-5528, rcordova@chla.usc.edu
Term ends: 2014

Edward H. Lamb, FACHE
Chief Executive Officer, Corpus Christi Medical Center
3315 South Alameda Street
Corpus Christi, TX 78411
(361) 761-1501, edward.lamb@hcahealthcare.com
Term ends: 2013

James Y. Lee, FACHE
Executive Vice President and Chief Operating Officer, Lawrence Hospital Center
55 Palmer Avenue
Bronxville, NY 10708
(914) 787-1010, jlee@stellarishealth.org
Term ends: 2013

John J. Lynch III, FACHE
President and Chief Executive Officer, Main Line Health
130 South Bryn Mawr Avenue
Bryn Mawr, PA 19010
(484) 337-3011, lynchj@mlhs.org
Term ends: 2012

Timothy A. Ols, FACHE
President/CEO, Sarah Bush Lincoln Health System
1000 Health Center Drive
Mattoon, IL 61938
(217) 258-2571, timols@sblhs.org
Term ends: 2014

Diana L. Smalley, FACHE
President and Chief Executive Officer, Mercy Health System of Oklahoma
4300 West Memorial Road
Oklahoma City, OK 73120
(405) 752-3756, Diana.smalley@mercy.net
Term ends: 2012

Darlene Stromstad, FACHE
President and Chief Executive Officer, Waterbury Hospital
64 Robbins Street
Waterbury, CT 06708
(203) 573-7334, dstromstad@wtbyhosp.org
Term ends: 2013

Stephen C. Waldhoff, FACHE
Chief Administrative Officer, Mayo Clinic Health System–Albert Lea
404 West Fountain Street
Albert Lea, MN 56007
(507) 377-6452, waldhoff.stephen@mayo.edu
Term ends: 2014

Lori L. Wightman, RN, FACHE
President, Unity Hospital–Allina Health System
550 Osborne NE Road
Fridley, MN 55432
(763) 236-3888, lori.wightman@allina.com
Term ends: 2014
ACHE affiliates are assigned to one of six administrative districts based on where they work. Five of these districts are geographic segments of the United States, Canada and U.S. territories. The sixth district is for the affiliates employed by the uniformed services or Veterans Affairs.

These administrative districts serve as the mechanism by which your elected leaders come together to discuss important issues that affect ACHE affiliates and to provide advice and counsel to the Board of Governors.

This map shows the geographic division of the administrative districts, and the following pages provide you with contact information for your elected leaders.
Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

Canada
Mark M. Balcaen, FACHE
President and Chief Executive Officer, Lake of the Woods District Hospital
21 Sylvan Street
Kenora, ON P9N 3W7 Canada
(807) 468-9861, ext. 2241, mbalcaen@lwdh.on.ca
Term ends: 2014

Connecticut
Stephen M. Merz, FACHE
Vice President, Administration, Yale–New Haven Hospital
20 York Street, No. T-106
New Haven, CT 06510
(203) 688-2185, steve.merz@ynhh.org
Term ends: 2013

Delaware
Lynn C. Jones, FACHE
President, Christiana Care Home Health and Community Services
1 Reads Way, Suite 100
New Castle, DE 19720
(302) 327-5260, LynJones@Christianacare.org
Term ends: 2012

Maine
Gerald J. Vicenzi, FACHE
President and Chief Executive Officer, Synernet, Inc.
222 Saint John Street, Suite 329
Portland, ME 04102
(207) 771-3456, gvcenzi@synernet.net
Term ends: 2013

Massachusetts
Andrea B. Paciello, FACHE
Executive Director, Radiation Oncology, Massachusetts General Hospital
100 Blossom Street, Cox 335
Boston, MA 02114
(617) 724-8743, apaciello@partners.org
Term ends: 2012

New Hampshire
Tina Leger, FACHE
Chief Executive Officer, Parkland Medical Center
1 Parkland Drive
Derry, NH 03038
(603) 421-2101, tina.leger@hchealthcare.com
Term ends: 2012

NewJersey
Daniel J. Messina, PhD, FACHE
Senior Vice President and Chief Operating Officer, CentraState Healthcare System
901 West Main Street
Freehold, NJ 07728
(732) 294-2779, dmessina@centrastate.com
Term ends: 2014

New York—Empire Area
Mark C. Barabas, FACHE
President/Chief Operating Officer, Erie County Medical Center
462 Grider Street
Buffalo, NY 14215
(716) 898-4200, mbarabas@ecmc.edu
Term ends: 2012

New York—Hudson Valley/Adirondack Area
James W. Connolly, FACHE
President and Chief Executive Officer, Ellis Hospital
1101 Nott Street
Schenectady, NY 12308
(518) 243-4141, connollyj@ellismedicine.org
Term ends: 2014

New York—Metroplitan New York
Mary Ann Brown, FACHE
Senior Director and Team Leader, Clinical Improvement Services, VHA Empire–Metro
108 Corporate Park Drive, Suite 215
White Plains, NY 10604
(914) 251-9201, mabrown@vha.com
Term ends: 2013

New York—Southern, Central and Western
Mark R. Kresse, FACHE
Healthcare Challenge Leader, GE Transportation
2901 East Lake Road
Erie, PA 16531
(814) 875-6620, mark.kresse@gmail.com
Term ends: 2014

Pennsylvania—Eastern
Christine C. Winn, FACHE
Executive Director, Aria Health–Torresdale Campus
10800 Knights Road
Philadelphia, PA 19114
(215) 612-4310, christinewinn@ariahealth.org
Term ends: 2014

Pennsylvania—Southern, Central and Western
Mark R. Kresse, FACHE
Healthcare Challenge Leader, GE Transportation
2901 East Lake Road
Erie, PA 16531
(814) 875-6620, mark.kresse@gmail.com
Term ends: 2014

Rhode Island
August B. Cordeiro, FACHE
President and Chief Executive Officer, Newport Hospital, a Lifespan Partner
11 Friendship Street, Executive Offices, 8th Floor
Newport, RI 02840
(401) 845-1500, acordeiro@lifespan.org
Term ends: 2012

Vermont
Jill B. Bowen, RN, FACHE
Chief Executive Officer, Northwestern Medical Center
133 Fairfield Street
Saint Albans, VT 05478
(802) 524-1054, jbowen@nmncinc.org
Term ends: 2014

Regent-at-Large
Chery T. Burnett, FACHE
Vice President, St. John’s Riverside Hospital
967 North Broadway–Andrus Pavilion
Yonkers, NY 10701
(914) 964-4769, cburnett@riversidehealth.org
Term ends: 2014

ACHE Districts and Council of Regents
District 2
District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, West Virginia

**DISTRICT OF COLUMBIA**
Arthur M. Ginsberg, FACHE
Chief Government Affairs Officer, St. John’s Community Services
2201 Wisconsin Avenue NW, 120
Washington, DC 20007
(202) 274-3460, aginsberg@sjcs.org
Term ends: 2013

**FLORIDA—EASTERN**
Heather J. Rohan, FACHE
Chief Executive Officer, Aventura Hospital and Medical Center
20900 Biscayne Boulevard
Aventura, FL 33180
(305) 682-7101, heather.rohan@hcahealthcare.com
Term ends: 2014

**FLORIDA—NORTHERN AND WESTERN**
John Botsko Jr., FACHE
Owner and President, BrightStar Healthcare
9001 Highland Woods Boulevard, Suite 5
Bonita Springs, FL 34135
(239) 348-5601, jbotsko@brightstarcare.com
Term ends: 2014

**GEORGIA—COASTAL PLAINS**
Richard R. Bias, FACHE
Senior Vice President, Ambulatory and Network Services, MCG Health, Inc.
1120 15th Street, BP-4370
Augusta, GA 30912
(706) 721-4716, rbias@georgiahealth.edu
Term ends: 2012

**GEORGIA—PIEDMONT PLATEAU**
Toni F. Wimby, FACHE
Associate Administrator, Emory University Hospitals
550 Peachtree Street, NE
Atlanta, GA 30308
(404) 686-2809, toni.wimby@emoryhealthcare.org
Term ends: 2012

**MARYLAND**
Randy R. Komenski, FACHE
Clinical Operations Administrator—Patient Care Services and Safety Officer, Bon Secours Baltimore Health System
2000 West Baltimore Street
Baltimore, MD 21223
(410) 362-3198, randy_komenski@bshsi.org
Term ends: 2014

**NORTH CAROLINA**
John W. Roberts, FACHE
Vice President/Administrator, Carolinas Rehabilitation (Carolinas Healthcare System)
1100 Blythe Boulevard
Charlotte, NC 28203
(704) 355-4370, jroberts@carolinas.org
Term ends: 2014

**PUERTO RICO**
Henry Ruberte, FACHE
President, HR Healthcare Management & Consulting
Andreas Court
370 Calle 10, Aptdo 34
Trujillo Alto, PR 00976
(787) 405-0511, hruberte@gmail.com
Term ends: 2012

**SOUTH CAROLINA**
William T. Manson III, FACHE
President and Chief Operating Officer, AnMed Health
800 North Fant Street
Anderson, SC 29621
(864) 512-1109, bill.manson@annmedhealth.org
Term ends: 2014

**VIRGINIA**
Cynda M. Tipple, FACHE
Chief Operating Officer, Prince William Hospital
8700 Sudley Road
Manassas, VA 20110
(703) 369-8350, cmtipple@novanthealth.org
Term ends: 2012

**WEST VIRGINIA**
Michael A. King, FACHE
President and Chief Executive Officer, Camden Clark Medical Center
800 Garfield Avenue, P.O. Box 718
Parkersburg, WV 26101
(304) 424-2204, miking@ccmh.org
Term ends: 2013

**REGENT-AT-LARGE**
Bassam A. Kawwass, FACHE
President and Chief Executive Officer, AScript, LLC
477 Viking Drive, Suite 240
Virginia Beach, VA 23452
(757) 457-0626, bkawwass@ascriptcorp.com
Term ends: 2012
ILINOIS—CENTRAL
David L. Schreiner, FACHE
Chief Executive Officer, Katherine Shaw Bethea Hospital
403 East First Street
Dixon, IL 61021
(815) 285-5834, dschreiner@ksbhospital.com
Term ends: 2013

ILINOIS—METROPOLITAN CHICAGO
John J. Short, FACHE
Senior Vice President and Chief Operating Officer, Resurrection Medical Center
7435 West Talcott
Chicago, IL 60631
(773) 792-8673, John.Short@reshealthcare.org
Term ends: 2014

ILINOIS—SOUTHERN
Lynne C. Barnes, FACHE
Vice President, Hospital Operations, Carle Hospital
611 West Park Street, Suite 1
Urbana, IL 61801
(217) 383-4800, lynne.barnes@Carle.com
Term ends: 2014

INDIANA
Michael J. O’Neil, FACHE
Senior Vice President and Chief Operating Officer, Memorial Health System
100 Navarre Place, Suite 1100
South Bend, IN 46601
(574) 647-3699, moneil@memorialsb.org
Term ends: 2013

IOWA
Mikki K. Stier, FACHE
Senior Vice President, Government and External Relations, Broadlawns Medical Center
1801 Hickman Road
Des Moines, IA 50314
(515) 282-2449, mstier@broadlawns.org
Term ends: 2013

KENTUCKY
Brian C. Doheny, FACHE
Chief Operating Officer, Jewish Hospital
200 Abraham Flexner Way, Suite 1
Louisville, KY 40202
(502) 887-4590, brian.doheny@jhsmh.org
Term ends: 2013

MICHIGAN
Peter J. Karadjoff, FACHE
President and Chief Executive Officer, St. Joseph Mercy Port Huron
2601 Electric Avenue
Port Huron, MI 48060
(810) 985-1510, karadjop@trinity-health.org
Term ends: 2014

MINNESOTA
Stephen J. Pribyl, FACHE
Chief Executive Officer, District One Hospital
200 State Avenue
Faribault, MN 55021
(507) 332-4733, spribyl@districtonehospital.com
Term ends: 2014

NEBRASKA
Glenn A. Fosdick, FACHE
President and Chief Executive Officer, The Nebraska Medical Center
987400 Nebraska Medical Center
Omaha, NE 68198
(402) 552-3452, gfosdick@nebraskamed.com
Term ends: 2012

NORTH DAKOTA
Dennis C. Millirons, FACHE
President, Sanford Medical Center Fargo
801 Broadway North
Fargo, ND 58102
(701) 234-6850, dennis.millirons@sanfordhealth.org
Term ends: 2014

OHIO—NORTHERN
Janice G. Murphy, FACHE
President, Fairview and Lakewood Hospitals–Cleveland Clinic Health System
18101 Lorain Avenue
Cleveland, OH 44111
(216) 476-4499, Jamurp@ccf.org
Term ends: 2014

OHIO—SOUTHERN
Craig Self, FACHE
Vice President, Operations and Business Development, Good Samaritan Hospital
2222 Philadelphia Drive
Dayton, OH 45406
(937) 734-2260, cself@GSHDayton.org
Term ends: 2014

SOUTH DAKOTA
Judy K. Blauwet, FACHE
Senior Vice President of Hospital Operations and Chief Nursing Officer, Avera McKennan Hospital & University Health Center
800 East 21st Street
Sioux Falls, SD 57105
(605) 322-3867, judy.blauwet@avera.org
Term ends: 2013

WISCONSIN
Mark A. Hamilton, FACHE
Vice President, Ambulatory Operations, University of Wisconsin Hospital and Clinics
600 Highland Avenue, No. H4/B22
Madison, WI 53792
(608) 890-7921, mhamilton@uwhealth.org
Term ends: 2013

REGENT-AT-LARGE
Kimber L. Wraalstad, FACHE
Administrator, Cook County North Shore Hospital and Care Center
515 Fifth Avenue West
Grand Marais, MN 55604
(218) 387-3260, KWraalstad@sisunet.org
Term ends: 2013
<table>
<thead>
<tr>
<th>District 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District</th>
<th>Name</th>
<th>Title</th>
<th>Hometown</th>
<th>Phone</th>
<th>Email</th>
<th>Term ends:</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALABAMA</td>
<td>William H. Anderson, FACHE</td>
<td>President and Chief Executive Officer, Colbert County--Northwest Alabama Healthcare Authority/Helen Keller Hospital</td>
<td>Sheffield, AL 35660</td>
<td>(256) 386-4556</td>
<td><a href="mailto:wanderson@helenkeller.com">wanderson@helenkeller.com</a></td>
<td>2012</td>
</tr>
<tr>
<td>ARKANSAS</td>
<td>Phillip K. Gilmore, FACHE</td>
<td>Chief Executive Officer, Ashley County Medical Center</td>
<td>Crossett, AR 71635</td>
<td>(501) 454-8576</td>
<td><a href="mailto:philipkgilmore@gmail.com">philipkgilmore@gmail.com</a></td>
<td>2012</td>
</tr>
<tr>
<td>KANSAS</td>
<td>Jay P. Jolly, FACHE</td>
<td>Chief Executive Officer, Goodland Regional Medical Center</td>
<td>Goodland, KS 67735</td>
<td>(785) 890-6002</td>
<td><a href="mailto:jpj@gmedctr.org">jpj@gmedctr.org</a></td>
<td>2012</td>
</tr>
<tr>
<td>LOUISIANA</td>
<td>Janice L. Kishner, RN, FACHE</td>
<td>Chief Nurse Executive, East Jefferson General Hospital</td>
<td>Metairie, LA 70006</td>
<td>(504) 454-4213</td>
<td><a href="mailto:jkishner@ejgh.org">jkishner@ejgh.org</a></td>
<td>2012</td>
</tr>
<tr>
<td>MISSISSIPPI</td>
<td>Fred B. Hood, FACHE</td>
<td>Administrator, North Mississippi Medical Center--Pontotoc</td>
<td>Pontotoc, MS 38863</td>
<td>(662) 488-7670</td>
<td><a href="mailto:fhood@nmhs.net">fhood@nmhs.net</a></td>
<td>2014</td>
</tr>
<tr>
<td>MISSOURI</td>
<td>Patrick G. Bira, FACHE</td>
<td>Chief Executive Officer, Lincoln County Medical Center</td>
<td>Troy, MO 63379</td>
<td>(636) 528-3524</td>
<td><a href="mailto:pbira@lcmctroy.com">pbira@lcmctroy.com</a></td>
<td>2014</td>
</tr>
<tr>
<td>NEW MEXICO</td>
<td>Howard J. Gershon, FACHE</td>
<td>Principal, New Heights Group</td>
<td>Santa Fe, NM 87506</td>
<td>(505) 986-1570</td>
<td><a href="mailto:howard@reach-newheights.com">howard@reach-newheights.com</a></td>
<td>2013</td>
</tr>
<tr>
<td>OKLAHOMA</td>
<td>James F. Grocholski, FACHE</td>
<td>Chief Executive Officer, Memorial Hospital of Texas County</td>
<td>Guymon, OK 73942</td>
<td>(580) 338-6515</td>
<td><a href="mailto:jim.grocholski@mhtcg.org">jim.grocholski@mhtcg.org</a></td>
<td>2012</td>
</tr>
<tr>
<td>TENNESSEE</td>
<td>Vanda L. Scott, EdD, FACHE</td>
<td>Chief Executive Officer, Select Specialty Hospitals</td>
<td>Knoxville, TN 37938</td>
<td>(865) 567-5505</td>
<td><a href="mailto:vscott@selectmedicalcorp.com">vscott@selectmedicalcorp.com</a></td>
<td>2012</td>
</tr>
<tr>
<td>TEXAS—CENTRAL &amp; SOUTH</td>
<td>Gary J. Meyn, FACHE</td>
<td>Business Administrator, University of Texas Health Science Center at San Antonio</td>
<td>San Antonio, TX 78229</td>
<td>(210) 567-5152</td>
<td><a href="mailto:meyn@uthscsa.edu">meyn@uthscsa.edu</a></td>
<td>2014</td>
</tr>
<tr>
<td>TEXAS—NORTHEAST</td>
<td>John M. Haupert, FACHE</td>
<td>Executive Vice President and Chief Operating Officer, Parkland Health and Hospital System</td>
<td>Dallas, TX 75235</td>
<td>(214) 590-8020</td>
<td><a href="mailto:john.haupert@phhs.org">john.haupert@phhs.org</a></td>
<td>2013</td>
</tr>
<tr>
<td>TEXAS—SOUTHEAST</td>
<td>Edgar L. Tucker Jr., FACHE</td>
<td>Senior Vice President, Texas Medical Center</td>
<td>Houston, TX 77021</td>
<td>(713) 791-8806</td>
<td><a href="mailto:etucker@texasmedicalcenter.org">etucker@texasmedicalcenter.org</a></td>
<td>2014</td>
</tr>
<tr>
<td>TEXAS—WEST</td>
<td>M. Nicholas Coppola, PhD, FACHE</td>
<td>Program Director &amp; Associate Professor, MS--Clinical Practice Management, Texas Tech University Health Sciences Center</td>
<td>Lubbock, TX 79430</td>
<td>(806) 743-2260</td>
<td><a href="mailto:nick.coppola@ttuhsc.edu">nick.coppola@ttuhsc.edu</a></td>
<td>2012</td>
</tr>
<tr>
<td>REGENCY-LARGE</td>
<td>Cristina Rivera, FACHE</td>
<td>Chief Operating Officer, Overland Park Regional Medical Center</td>
<td>Overland Park, KS 66215</td>
<td>(913) 541-6030</td>
<td><a href="mailto:cristina.rivera@hcahealthcare.com">cristina.rivera@hcahealthcare.com</a></td>
<td>2012</td>
</tr>
</tbody>
</table>
ACHE Districts and Council of Regents

District 5


ALASKA
Michelle E. Calvin-Casey, FACHE
Assistant Professor of Management, University of Alaska Southeast
4449 Julep Street
Juneau, AK 99801
(907) 723-0222, mecalvincasey@gmail.com
Term ends: 2012

ARIZONA
Maire O. Simington, PhD, FACHE
Director, Care Management Services, Banner Health
1441 North Twelfth Street
Phoenix, AZ 85006
(602) 747-4866, Maire.Simington@bannerhealth.com
Term ends: 2014

CALIFORNIA—NORTHERN & CENTRAL
Jerrold A. Maki, FACHE
Vice President, Clinical Services, Stanford Hospital and Clinics
300 Pasteur Drive, Suite MC5230
Stanford, CA 94305
(650) 736-8962, jmaki@stanfordmed.org
Term ends: 2013

CALIFORNIA—SAN DIEGO/IMPERIAL COUNTIES
Gary G. Fybel, FACHE
Chief Executive, Scripps Memorial Hospital La Jolla
9888 Genesee Avenue, Maildrop LJ101
La Jolla, CA 92037
(858) 626-7524, fybel.gary@scrippshealth.org
Term ends: 2014

CALIFORNIA—SOUTHERN
Michael S. Goldman, FACHE
President and Chief Executive Officer, Insight Oncology, Inc.
71780 San Jacinto Drive, Suite C2
Rancho Mirage, CA 92270
(760) 409-4205, Mickeygoldman@gmail.com
Term ends: 2014

COLORADO
Kevin L. Unger, FACHE
President and Chief Executive Officer, Poudre Valley Hospital
1024 South Lemay Avenue
Fort Collins, CO 80524
(970) 495-7127, klu@pvhs.org
Term ends: 2013

HAWAII/PACIFIC
Kevin A. Roberts, FACHE
President and Chief Executive Officer, Castle Medical Center
640 Ulukahiki Street
Kailua, HI 96734
(808) 263-5142, robertka@ah.org
Term ends: 2012

IDAHO
Wade C. Johnson, FACHE
Chief Executive Officer, Weiser Memorial Hospital
645 East Fifth Street
Weiser, ID 83672
(208) 549-4450, wjohnson@weiserhospital.org
Term ends: 2012

MONTANA
Craig E. Asasved, FACHE
Chief Operating Officer, St. Patrick Hospital and Health Sciences Center
500 West Broadway Street
Missoula, MT 59802
(406) 329-5630, caasved@saintpatrick.org
Term ends: 2014

NEVADA
David J. Schweer, FACHE
Director of Planning, Renown Health
1155 Mill Street, Mail Code 2B
Reno, NV 89502
(775) 982-5709, dschweer@renown.org
Term ends: 2013

OREGON
Steven W. Jasperson, FACHE
Chief Executive Officer, Good Samaritan Regional Medical Center
3600 Northwest Samaritan Drive
Corvallis, OR 97330
(541) 768-5009, stevej@samhealth.org
Term ends: 2012

UTAH
Rand A. Kerr, FACHE
Chief Executive Officer, HCA Lakeview Hospital
630 Medical Drive
Bountiful, UT 84010
(801) 299-2500, rand.kerr@mountainstarhealth.com
Term ends: 2012

WASHINGTON
Gregg Augustin Davidson, FACHE
Chief Executive Officer, Skagit Regional Health
P.O. Box 1376
Mount Vernon, WA 98273
(360) 814-2130, gdaivson@skagitvalleyhospital.org
Term ends: 2013

WYOMING
Margie R. Molitor, FACHE
Chief Executive Officer, Banner Health Washakie Medical Center
P.O. Box 700
Worland, WY 82401
(307) 347-6935, margie.molitor@bannerhealth.com
Term ends: 2013

REGENT-AT-LARGE
John G. Faubion, FACHE
President, Faubion Associates Executive Search
1146 North Central Avenue, Unit 294
Glendale, CA 91202
(818) 551-9280, faubionassociates@msn.com
Term ends: 2012
District 6
Uniformed Services/Veterans Affairs

**AIR FORCE**
**Col James J. Burks, FACHE**
2737 Lindbergh Street
McGuire AFB, NJ 08641
(609) 754-9306, afregentburks@aol.com
Term ends: 2013

**VETERANS AFFAIRS**
**Guy B. Richardson, FACHE**
Medical Center Director, VA Medical Center
4100 West Third Street
Dayton, OH 45428
(937) 262-2114, guy.richardson@va.gov
Term ends: 2013

**ARMY**
**COL Stephen C. Wooldridge, PhD, FACHE**
4308 Orkney Court
Woodbridge, VA 22192
(703) 681-2701, stephen.wooldridge@us.army.mil
Term ends: 2013

**REGENT-AT-LARGE**
**Lt Col Gigi A. Simko, FACHE**
PSC 41, Box 3114
APO, AE 09464
gigi_simko@yahoo.com
Term ends: 2014

**NAVY**
**CDR Kurt J. Houser, FACHE**
17 South Montague Street
Arlington, VA 22204
(202) 762-3344, kjhouser@gmail.com
Term ends: 2014
2011–2012 Committee Rosters

(*2011–2012 Chair)

2011 Governance Task Force
Rulon F. Stacey, PhD, FACHE, Fort Collins, Colo.*
Paula R. Autry, FACHE, Columbus, Ohio
Joyce G. Brown, FACHE, San Antonio
COL Kyle D. Campbell, FACHE, Fort Sam Houston, Texas
Francisco Lopez IV, FACHE, King of Prussia, Pa.
Mark R. Neaman, FACHE, Evanston, Ill.
Alyson Pitman Giles, FACHE, Manchester, N.H.
Carrie Owen Plietz, FACHE, Sacramento, Calif.
Cynda M. Tipple, FACHE, Manassas, Va.

achc.org Editorial Board
LCDR Maria L. Barefield, Jacksonville, Fla.
Jennifer M. Bjelich, Kansas City, Mo.
Judy K. Blauwet, FACHE, Sioux Falls, S.D.
Michelle E. Calvin-Casey, FACHE, Juneau, Alaska
Troy B. Chisolm, FACHE, Greensboro, N.C.
Brian C. Doheny, FACHE, Louisville, Ky.
Jared J. Giles, FACHE, Corona, Calif.
Roberta S. Gordon, FACHE, Memphis, Tenn.
John G. Hill, FACHE, Aurora, Colo.
Reji T. John, FACHE, Washington, D.C.
Dawn A. LeBaron, FACHE, Burlington, Vt.
Craig A. Miller, FACHE, Springfield, Ill.
James A. Nixon, Tifton, Ga.
Daniel J. Olphe III, FACHE, Nashville, Tenn.
Kristin L. Schmidt, RN, FACHE, Phoenix
John N. Snader, FACHE, Ephrata, Pa.
Karolee M. Sowle, FACHE, Palm Springs, Calif.
Joseph A. Stratton, DBA, FACHE, Burlington, Colo.
Helene A. Tomusiak Donahue, FACHE, Edmonton, Alberta

Article of the Year Awards Committee
Robert Bonney, JD, FACHE, Kansas City, Mo.*
Karen F. Clements, FACHE, Bangor, Maine
Kris Doody, RN, FACHE, Caribou, Maine
Sara M. Johnson, FACHE, Indianapolis
Amanda Llewellyn, FACHE, Buffalo, N.Y.
Davie Lloyd, FACHE, Flemingsburg, Ky.
Diane M. Maas, South Bend, Ind.*
Frances C. Arnett, FACHE, Houston
Amy C. Rogers, FACHE, Burlington, Colo.
Michael G. Smith, FACHE, Garland, Texas
Col. Mark C. Willhite, FACHE, Fort Dix, N.J.

Audit Committee
John J. Lynch III, FACHE, Blymawr, Pa.*
COL Kyle D. Campbell, FACHE, Fort Sam Houston, Texas
Andrew J. Stelo, CPA, FACHE, Harvey, Ill.
Darlene Stromstad, FACHE, Waterbury, Conn.

AUPHA/HAP Editorial Board for Graduate Studies
Andrea W. White, PhD, Charleston, S.C.*
William Aaronson, PhD, Philadelphia
Claudia R. Campbell, PhD, New Orleans

M. Nicholas Coppola, PhD, FACHE, Lubbock, Texas
Julia Costich, JD, PhD, Lexington, Ky.
Diana W. Hilberman, DrPH, Los Angeles
Diane M. Howard, PhD, FACHE, Chicago
Kenneth L. Johnson, PhD, FACHE, Ogden, Utah
Anna Maria T. Lomperis, PhD, St. Louis
John M. Lowe III, PhD, Boston
Michael R. Meacham, JD, Charleston, S.C.
Bernardo Ramirez, MD, Daytona Beach, Fla.
Lesly Wilson, PhD, Columbia, S.C.
LT Suzanne J. Wood, PhD, FACHE, Fort Sam Houston, Texas

AUPHA/HAP Editorial Board for Undergraduate Studies
Pamela Paustian, PhD, Birmingham, Ala.*
Keith J. Benson, PhD, Rock Hill, S.C.
Stephanie L. Bernel, PhD, Corvallis, Ore.
Rosemary Carson, PhD, Durham, N.H.
Susan P. Casciani, FACHE, Towson, Md.
Sandra K. Collins, PhD, Carbondale, Ill.
Riaza Ferdaus, PhD, Baton Rouge, La.
Mary K. Madsen, PhD, RN, Milwaukee
Steven A. Mosher, PhD, Staunton, Va.
Rubini Pasupathy, Lubbock, Texas
Daniel J. West Jr., PhD, FACHE, Scranton, Pa.
Eric S. Williams, PhD, Tuscaloosa, Ala.

Awards and Testimonials Committee
Board Policy Committee
Christopher D. Van Gorder, FACHE, San Diego*
Christine M. Candi, RN, FACHE, Alexandria, Va.
James Y. Lee, FACHE, Bronxville, N.Y.

Book of the Year Award Committee
Diane R. Mayer, FACHE, Phoenix*
Laura L. Goldhahn, FACHE, Great Falls, Mo.
Fred B. Hood, FACHE, Pontotoc, Miss.
R. Brett Moorehouse, FACHE, Maryville Heights, Mo.
Richard L. Palagi, FACHE, Ontario, Ore.
Mark J. Stevenson, FACHE, Aurora, Colo.
Lisa K. Wilson, FACHE, Las Vegas
Paul J. Wilson, FACHE, Fargo, N.D.

Bylaws Committee
Deborah Y. Rasper, FACHE, Elwood, Ind.*
John M. Poore, FACHE, Clyde, N.C.
Carol J. Ratcliffe, RN, FACHE, Birmingham, Ala.

Career Development Committee
Randy R. Komenski, FACHE, Baltimore*
Morris Gross, FACHE, Danbury, Conn.
Keith E. Heuser, FACHE, Valley City, N.D.
Janice G. Murphy, FACHE, Cleveland
Kathy Niles, FACHE, Rock Springs, Wyo.

Chapters Committee
Delvecchio S. Finley, FACHE, San Francisco*
Frances C. Arnett, FACHE, Houston
James M. Davis Jr., FACHE, Albuquerque, N.M.
Molly M. Hartman, FACHE, St. Louis

Carol Ann Jenkins, FACHE, Tampa, Fla.
Stephen M. Merz, FACHE, New Haven, Conn.
Sunil K. Sinha, MD, FACHE, Mechanicsville, Va.
Thomas E. Skorup, FACHE, Plymouth Meeting, Pa.
Sandra L. Slater-Duncan, FACHE, Seattle
Anita B. Woodward, FACHE, Green Valley, Ariz.

Chief Executive Officers Committee
Kathryn J. Gillette, FACHE, Kissimmee, Fla.*
Jeffrey L. Carano, MD, Plano, Texas
Kenneth J. Cochran, FACHE, East Liverpool, Ohio
Bruce P. Hagen, FACHE, Columbus, Ohio
John G. Hill, FACHE, Aurora, Colo.
George P. Hinton, FACHE, Milwaukee
Kathleen R. Lencioni, FACHE, San Diego
Rica Lewis-Payton, FACHE, Birmingham, Ala.
Mark P. Lisa, FACHE, Manteca, Calif.

Compensation Committee
Rulon F. Stacey, PhD, FACHE, Fort Collins, Colo.*
Gayle L. Capozzalo, FACHE, New Haven, Conn.
Christopher D. Van Gorder, FACHE, San Diego

Counselors Committee
(former elected officials)

Credentials Committee
(Confidential)

Early Careerist Committee
Christopher A. DiGiusto, FACHE, Beech Grove, Ind.*
Laurie K. Baedke, FACHE, Blair, Neb.
Arthid C. Barrow, FACHE, Atlanta
Michael E. Cinkala II, Newark, Del.
David D. Elgarico, McAllen, Texas
Capt Emirza Gradiz, FACHE, APO, AP
DeeAnn M. Green, FACHE, Encinitas, Calif.
LT Natalia C. Henriquez, FACHE, Bethesda, Md.
Stonish Pierce, FACHE, San Marcos, Calif.
Geronimo M. Rodriguez Jr., San Antonio
Timothy A. Slocum, FACHE, Macon, Ga.

Ethics Committee
Rhonda M. Anderson, RN, DNsC, FACHE, Mesa, Ariz.*
(Committee members are confidential)

Examination Committee
Jag S. Gill, FACHE, Rancho Cordova, Calif.*
Lynne C. Barnes, FACHE, Urbana, Ill.
Maria Favela, PharmD, FACHE, Northport, N.Y.
Scott Leighty, FACHE, Charlotte, N.C.
Paul F. Maguire, FACHE, Flushing, N.Y.
LTCol Erich P. Murrell, CPA, FACHE, Fort Detrick, Md.
Linda J. O’Halloran, FACHE, Fargo, N.D.
Valerie L. Powell-Stafford, FACHE, Sarasota, Fla.
Raymond J. Swisher, FACHE, Chicago

33
Executive Committee
Rulon F. Stacey, PhD, FACHE, Fort Collins, Colo.*
Gayle L. Capozzalo, FACHE, New Haven, Conn.
Thomas C. Dolan, PhD, FACHE, CAE, Chicago
Christopher D. Van Gorder, FACHE, San Diego

Finance Committee
Gayle L. Capozzalo, FACHE, New Haven, Conn.*
Wade C. Johnson, FACHE, Weiser, Idaho
Michael A. King, FACHE, Parkersburg, W.Va.
Edward H. Lamb, FACHE, Corpus Christi, Texas
Christina Rivera, FACHE, Overland Park, Kan.
Diana L. Smalley, FACHE, Oklahoma City

Frontiers of Health Services
Management Editorial Board
Richard F. Afable, MD, Newport Beach, Calif.
Brian Barnett, FACHE, Little Rock, Ark.
Peter S. Fine, FACHE, Phoenix
CAPT Peter E. Kopacz, FACHE, Portsmouth, Va.
Mimi P. Lowi-Young, FACHE, Brampton, Ontario
Brian S. Madison, FACHE, Plymouth, Mich.
Erik Olson, Wellington, Fla.
Brian R. Poplin, DHA, FACHE, Charlotte, N.C.
Janice L. Samberg, FACHE, St. Louis
Sandra L. Slater-Duncan, FACHE, Seattle
Kimberly A. Smith, FACHE, Burlington, Mass.
Jeung-Haeng Song, Baton Rouge, La.
Robert W. Thorn, FACHE, Boulder, Colo.
Maj Ebony M. Weston, FACHE, Lackland, Texas

Health Associations Committee
J. Thornton Kirby, FACHE, Columbia, S.C.*
Stephen M. Ahnen, Concord, N.H.
Craig A. Becker, Nashville, Tenn.
Richard O. Brown, Helena, Mo.
Leo F. Greenawalt, JD, FACHE, Seattle
Douglas J. Leonard, FACHE, Indianapolis
Daniel J. Perdue, Cheyenne, Wyo.

Healthcare Consultants Committee
James E. Hosking, FACHE, Downers Grove, Ill.*
Billy D. Adkisson, FACHE, Bloomington, Ill.
Craig Beale, FACHE, Dallas
Susan E. Funk, Atascadero, Calif.
Christine L. Hartwell, FACHE, Richmond, Va.
J. Craig Honanan, FACHE, Atlanta
Pamela S. Jones, FACHE, Pearland, Texas
David L. Woodrum, FACHE, Chicago

Healthcare Executive Editorial Board
Kristin A. McManamon, FACHE, Madison, Wis.*
Scott Ansede, Aiken, S.C.
Jonathan M. Bandel, Buffalo, N.Y.
Robin B. Brown Jr., FACHE, La Jolla, Calif.
James A. Diegel, FACHE, Bend, Ore.
Maurilio Garcia-Maldonado, MD, FACHE, Beaumont, Texas
Kathleen McAuliffe, RN, Nyack, N.Y.
J. Mark McLoone, FACHE, San Antonio
Mary Anne D. Ponti, RN, Petoskey, Mich.
Kevin A. Rash, Springfield, Mo.
Frances C. Roesch, FACHE, Burlington, Ontario
Andrew B. Starr, FACHE, The Woodlands, Texas
CDR P. Paul Toland Jr., FACHE, Bethesda, Md.
J. Alex Valdez, FACHE, Santa Fe, N.M.
Lisa K. Wilson, FACHE, Las Vegas

Higher Education Committee
William D. Petasnick, FACHE, Milwaukee*
James W. Begun, PhD, Minneapolis
Jeremy H. Biggs, FACHE, Powell, Tenn.
Dolores G. Clement, DrPH, FACHE, Richmond, Va.
Douglas A. Faus, FACHE, Loveland, Colo.
Kathleen A. Sellick, San Diego
Mary Stefi, PhD, San Antonio
Jon M. Thompson, PhD, Harrisonburg, Va.
James B. Watson, FACHE, Bath, N.Y.

Hudgens Memorial Award Committee
(Confidential)

International Liaisons Committee
Musharraf Ali, Riyadh, Saudi Arabia
Dalal J. Alwadaani, MD, Kuwait
Jose Pepito M. Amores, MD, PhD, Quezon City, Philippines
James B. Bissell, FACHE, Geneva, Switzerland
Andrea M. Borit, Lima, Peru
Dolaya Buranasing, Bangkok, Thailand
Cees J. Buren, Amsterdam, Netherlands
Paul Y. Chang, MD, FACHE, Singapore
Marta D. De La Torre, FACHE, Abu Dhabi, United Arab Emirates
Maria De La Viesca, Pamplona, Spain
John L. Deffenbaugh III, Lanarkshire, Scotland
Tusharkumar N. Desai, Mumbai, India
Guido Kruse, PhD, Offenbach Am Main, Germany
Munthir V. Kuzayawi, DHS, FACHE, Riad El Solh, Lebanon
Ralph La Salle, FACHE, Christchurch, New Zealand
Hsin-Hsioung H. Lue, FACHE, Taitung, Taiwan
Tawfiq A. Nasser, PhD, Jerusalem, Israel
Serrano K. Oluwafemi, Garki, Nigeria
Nishith Patel, Doha, Qatar
Tin Phan Tri, MD, Ho Chi Minh City, Vietnam
Harish Pillai, Cairo, Egypt
Joseph Poon, Tuen Mun, Hong Kong
Luis Prado, Brisbane, Queensland, Australia
Paulo Guilherme B. Romano, Rio De Janeiro, Brazil
Bita A. Kash, PhD, FACHE, Norfolk, Va.

Life and Retired Affiliates Committee
Irwin B. Katz, LFACHE, Venice, Fla.*
James F. Ahrens, LFACHE, Cascade, Mo.
Howard M. Chase, LFACHE, Dallas
Jack D. Gustin, LFACHE(R), Scottsdale, Ariz.
Catherine Henderson, DrPH, LFACHE, Moor, S.C.
Peter L. Mulford, LFACHE, Marion, S.C.
Steven D. Porter, LFACHE, Gainesville, Texas
Lois Vallerga, LFACHE(R), Bend, Ore.

Management Series Editorial Board
Trudy L. Land, FACHE, San Antonio*
Mark C. Brown, FACHE, Rochester, Minn.
Christina R. Campos, Santa Rosa, N.M.
Terence T. Cunningham III, FACHE, Los Angeles
David A. Disbrow, FACHE, Cincinnati
Scott A. Haraty, FACHE, North Chicago, Ill.
Natalie D. Lambert, Greenwood Village, Colo.
Paul A. Milton, FACHE, Schenectady, N.Y.
Greg Napps, FACHE, Richmond, Va.
James J. Sapienza, FACHE, Tacoma, Wash.
Arthur S. Shorr, FACHE, Woodland Hills, Calif.

Membership Committee
Christine C. Winn, FACHE, Paoli, Pa.*
Ajanib Dunn, FACHE, Jacksonville, Fla.
Fred J. England, FACHE, Vincennes, Ind.
Michael J. Fosina, FACHE, New York
John L. Harrington Jr., FACHE, Sun City West, Ariz.
Thomas C. Hughes, FACHE, Providence, R.I.
Maj Kathy A. Naylor, FACHE, Colorado Springs, Colo.
Glenn E. Pearson, FACHE, Marietta, Ga.
Karen A. Steiefel, PhD, FACHE, San Antonio

Nominating Committee
Charles R. Evans, FACHE, Alpharetta, Ga.*
Kathleen A. Bizarro, FACHE, Concord, N.H.
Teresa L. Edwards, FACHE, Norfolk, Va.
COL Vivian T. Hutton, FACHE, Fort Lee, Va.

Journal of Healthcare Management
Executive Board
Laura E. Belcher, FACHE, Glasgow, Ky.
Michael J. Carter, FACHE, Raton, N.M.
Angela A. C/vincent, Dallas
Christopher M. Cornue, FACHE, Evanston, Ill.
Margaret M. Cusumano, FACHE, Poughkeepsie, N.Y.
Deborah G. D’Agostino, FACHE, Goldens Bridge, N.Y.
Michael Hooten, EdD, FACHE, Amarillo, Texas
Bita A. Kash, PhD, FACHE, College Station, Texas
Vicki A. Kendrick, FACHE, Nashville, Tenn.
Susan C. Moss, Boston
Mary S. O’Shaughnessy, DHA, Detroit
Dennis W. Sheridan, FACHE, Mineola, N.Y.
Karen A. Steiefel, PhD, FACHE, San Antonio
David A. Tam, MD, FACHE, Poway, Calif.

Journal of Healthcare Management
Editorial Board
Laura E. Belcher, FACHE, Glasgow, Ky.
Michael J. Carter, FACHE, Raton, N.M.
Angela A. C/vincent, Dallas
Christopher M. Cornue, FACHE, Evanston, Ill.
Margaret M. Cusumano, FACHE, Poughkeepsie, N.Y.
Deborah G. D’Agostino, FACHE, Goldens Bridge, N.Y.
Michael Hooten, EdD, FACHE, Amarillo, Texas
Bita A. Kash, PhD, FACHE, College Station, Texas
Vicki A. Kendrick, FACHE, Nashville, Tenn.
Susan C. Moss, Boston
Mary S. O’Shaughnessy, DHA, Detroit
Dennis W. Sheridan, FACHE, Mineola, N.Y.
Karen A. Steiefel, PhD, FACHE, San Antonio
David A. Tam, MD, FACHE, Poway, Calif.
Marcel C. Loh, FACHE, Seattle
Gary P. Riedmann, FACHE, Carroll, Iowa
Kevin M. Spiegel, FACHE, Memphis, Tenn.
Christopher D. Van Gorder, FACHE, San Diego

Personal Services Committee
Patricia Aprile, FACHE, Sanford, Maine*
Jason L. Adams, FACHE, Tacoma, Wash.
Ivan E. Colon, FACHE, San Juan, Puerto Rico
W. Thomas Deweese, FACHE, Nashville, Tenn.
Marjorie H. Reiter, FACHE, Phoenix
Joel W. Tate, FACHE, Mobile, Ala.

Programs, Products, and Services Committee
Jeffrey J. Woeppel, FACHE, Cooperstown, N.Y.*
Larry A. Anstine, FACHE, Columbus, Ohio
Laurie K. Baedke, FACHE, Blair, Neb.
James E. Baer, FACHE, Salisbury, Md.
Fred T. Brown Jr., FACHE, Charlotte, N.C.
Sandra C. Brown, JD, FACHE, Hartford, Conn.
Gregory R. Cadle, FACHE, San Juan, Puerto Rico
W. Thomas Deweese, FACHE, Nashville, Tenn.
Marjorie H. Reiter, FACHE, Phoenix
Joel W. Tate, FACHE, Mobile, Ala.

Student Affiliates Committee
Raahat Ansari, Chicago
Jeffrey M. Blackwell, Boston
Justin Bronkhorst, Seattle
Jordan Hare, Denver
Kathryn Lowe, Cornelius, N.C.
Camilla N. Major, Chesapeake, Va.
1Lt Timothy D. Mitchell, Carson City, Nev.
John J. Mulrooney, Iowa City, Iowa
LCDR Andrew O’Dea, San Antonio
Jacob P. Wayman, Kansas City, Kan.
Ryan Wheeler, Waco, Texas
Caralee Zupa, Freehold, N.J.

Voluntary Giving Committee
Andrea R. Price, FACHE, Toledo, Ohio*
Marie Cameron, FACHE, Atlanta
Gayle L. Capozzalo, FACHE, New Haven, Conn.
John G. Faubion, FACHE, Glendale, Calif.
Allyson Pitman Giles, FACHE, Manchester, N.H.
Kent R. Helwig, FACHE, Plano, Texas
Mark A. Hudson, FACHE, Shelby, N.C.
Bassam A. Kawwass, FACHE, Virginia Beach, Va.
Marcel C. Loh, FACHE, Seattle
Cynthia A. Moore-Hardy, FACHE, Willoughby, Ohio
MG David A. Rubenstein, FACHE, Fort Sam Houston, Texas
John C. Sheehan, FACHE, Cedar Rapids, Iowa
Nancy A. Thompson, PhD, FACHE, The Villages, Fla.
LTC Stephen C. Wooldridge, PhD, FACHE, Falls Church, Va.

Regent Assessment Committee
Toni F. Wimby, FACHE, Atlanta*
Col James J. Burks, FACHE, McGuire AFB, N.J.
Brian C. Doheny, FACHE, Louisville, Ky.
Lynn C. Jones, FACHE, New Castle, Del.
Janice L. Kishner, RN, FACHE, Metairie, La.
Jerrold A. Maki, FACHE, Stanford, Calif.
Kimber L. Wralstad, FACHE, Grand Marais, Minn.

Research Committee
Ramanathan Raju, MD, FACHE, New York*
COL Noel J. Cardenas, FACHE, Fort Sam Houston, Texas
Rupert M. Evans, DHA, FACHE, University Park, Ill.
Steven E. Kapfhammer, Salem, Mass.
Pamela S. Noack, PhD, FACHE, East Setauket, N.Y.

Joel I. Shalowitz, MD, Evanston, Ill.
Mary Stefli, PhD, San Antonio
Raymond J. Swisher, FACHE, Chicago
Ellen Zaman, FACHE, Los Angeles

REPRESENTATIVES TO OTHER ORGANIZATIONS

Commission on Accreditation of Healthcare Management Education Liaison
Christopher D. Van Gorder, FACHE, San Diego

Joint Commission Long-Term Care Professional and Technical Advisory Committee
Michael A. O’Brien, FACHE, Bloomfield, Conn.*
Oliver P. Walker, FACHE, Atlanta

Joint Commission Hospital Professional and Technical Advisory Committee
David B. Manchester, FACHE, Palos Heights, Ill.*
David D. Clark, FACHE, Provo, Utah

National Commission on Correctional Health Care Liaison
Gene Migliacci, DrPH, FACHE, Washington, D.C.

National Transitions of Care Coalition
William G. Ries, CPA, FACHE, Encino, Calif.

(*2011–2012 Chair)
Chapters

ACHE—MN Chapter (Minnesota)
ACHE—Nevada Chapter
ACHE—NJ (New Jersey)
ACHE—North Florida Chapter
ACHE of Massachusetts
ACHE of Middle Tennessee
ACHE of North Texas
ACHE of Western PA (Pennsylvania)
ACHE—Southeast Louisiana Chapter
ACHE—South East Texas Chapter
Alaska Healthcare Executives Network
American College of Healthcare Executives—Capítulo México
American College of Healthcare Executives of Central Florida
American College of Healthcare Executives—Rhode Island Chapter
American College of Healthcare Executives—Wisconsin Chapter
Arizona Healthcare Executives
Arkansas Health Executives Forum
California Association of Healthcare Leaders
Canadian Chapter of ACHE
Central Illinois Chapter of ACHE
Central Texas Chapter—ACHE
Central Virginia Healthcare Executive Group
Chicago Health Executives Forum
Colorado Association of Healthcare Executives
CT Association of Healthcare Executives (Connecticut)
Eastern Pennsylvania Healthcare Executive Network
East Tennessee Healthcare Executive Affiliation
East Texas ACHE Forum
Georgia Association of Healthcare Executives
Greater Charlotte Healthcare Executives (North Carolina)
Greater Ohio Healthcare Leaders’ Forum
Great Lakes Chapter of the American College of Healthcare Executives (Michigan)
Hawaii—Pacific Chapter of ACHE
Healthcare Administrators of Tidewater (Virginia)
Healthcare Executive Forum Inc. (New York)
Healthcare Executive Forum of Central Pennsylvania
Healthcare Executives Association of Northeast Ohio
Health Care Executives of Southern California
Healthcare Leadership Network of the Delaware Valley (Delaware, New Jersey, Pennsylvania)
Healthcare Leaders of New York
Health Care Management Association of Central New York
Healthcare Management Forum of Northeastern Pennsylvania
Heartland Healthcare Executive Group (Iowa, Nebraska)
Idaho Healthcare Executive Forum
Indiana Healthcare Executives Network
Iowa Association of Healthcare Leaders
Kansas Association of Health Care Executives
Kentucky ACHE Chapter
Louisiana Healthcare Executive Group
Maryland Association of Health Care Executives
Mid-America Healthcare Executive’s Forum (Illinois)
Mid-South Health Care Executives (Tennessee)
Midwest Healthcare Executive’s Group and Associates (Michigan, Ohio)
Mississippi Healthcare Executives
Missouri Healthcare Executives Group
Montana ACHE Chapter
National Capital Healthcare Executives (District of Columbia, Virginia)
Network of Overseas Healthcare Executives
New Mexico Healthcare Managers’ Forum
North Dakota Healthcare Executives Forum (Minnesota, North Dakota)
Northern New England Association of Healthcare Executives (Maine, New Hampshire, Vermont)
Oregon Society of Healthcare Executives
Puerto Rico Chapter of the American College of Healthcare Executives Inc. (Puerto Rico, Virgin Islands)
Sandhills Healthcare Executives Forum (North Carolina)
San Diego Organization of Healthcare Leaders
Sooner Healthcare Executives (Oklahoma)
South Carolina ACHE Chapter
South Dakota Healthcare Executive Group
South Florida Healthcare Executive Forum Inc.
South Texas Chapter of the American College of Healthcare Executives
Southwest Healthcare Executives Association (New Mexico, Texas)
Texas Midwest Healthcare Executives
theFORUM (Alabama)
Treasure Coast Healthcare Executive Network (Florida)
Triad Healthcare Executive Forum (North Carolina)
Triangle Healthcare Executives’ Forum (North Carolina)
Twin Tier Healthcare Executive Association (New York, Pennsylvania)
Utah Healthcare Executives
Washington State Healthcare Executives Forum
Western Florida Chapter
West Virginia Chapter of the American College of Healthcare Executives (Virginia, West Virginia)
Wyoming Chapter of Healthcare Executives

*As of July 1, 2011
Healthcare Executive Groups—International*

ACHE Affiliates—Saudi Arabia
Riyadh, Saudi Arabia

ACHE—Turkish Executive Network
Istanbul, Turkey

Alumni Association of the Tata Institute of Social Sciences—Health Administrators’ Chapter
Bombay, India

Healthcare Executives Group of Middle East & North Africa
Dubai, United Arab Emirates

*As of June 15, 2011

Women’s Healthcare Executive Networks*

Colorado Women’s Forum in Health Administration
Boulder, Colo.

Connecticut Women in Health Care Management Inc.
Enfield, Conn.

Greater New Orleans Women’s Healthcare Executive Network
New Orleans

Women Health Executives Network
Chicago

Women in Health Administration of Southern California
Corona, Calif.

Women’s Healthcare Network
White Plains, N.Y.

*As of June 15, 2011
Alaska Pacific University
Appalachian State University
Arcadia University
Arizona State University
Armstrong Atlantic State University
Army-Baylor University
A.T. Still University
Auburn University
Baldwin–Wallace College
Barry University
Baruch College/Mount Sinai School of Medicine
Baylor University
Bellevue University
Belmont University
Boston University
Boston University School of Public Health
California State University—Chico
California State University—East Bay
California State University—Long Beach
California State University—Los Angeles
California State University—Northridge
California State University—San Bernardino
Carnegie Mellon University
Case Western Reserve University
Central Michigan University
Cleveland State University
The College of St. Elizabeth
Colorado Technical University
Columbia University
Cornell University
Creighton University
DeSales University
Des Moines University, College of Health Sciences
Duke University
Eastern Michigan University
Eastern Washington University
Emory University
Fairleigh Dickinson University
Fayetteville State University
Florida Gulf Coast University
Florida International University
Franklin University
Friends University
George Mason University
Georgetown University
The George Washington University
Georgia Southern University
Georgia State University
Governsors State University
Grand Canyon University
Grand Valley State University
Harding University
Hofstra University
Howard University
Idaho State University
Indiana University
Indiana University—Bloomington
Indiana University Northwest
Iona College
Ithaca College
James Madison University
Jefferson College of Health Sciences
The Johns Hopkins University
Kaplan University
King’s College
Lamar University
Loma Linda University
Long Island University
Louisiana State University in Shreveport
Loyola University Chicago
Marshall University
Marymount University
Marywood University
Medical University of South Carolina
Methodist University
Metropolitan State College of Denver
Midwestern State University
Missouri State University
Moravian College
New York Medical College
New York University Robert F. Wagner Graduate School of Public Service
Norfolk State University
Northern Illinois University
Northwestern University
Oakland University
The Ohio State University
Ohio University
Oregon State University
Our Lady of the Lake College
Our Lady of the Lake University
The Pennsylvania State University
The Pennsylvania State University—Harrisburg
Pfeiffer University
Portland State University
Quinnipiac University
Rush University
Saint Joseph’s College
Saint Louis University
Saint Mary’s University of Minnesota
San Diego State University
Seton Hall University
Siena Heights University
Simmons College
Slippery Rock University
Southern Illinois University—Carbondale
South University
St. John’s University
Stonehill College
St. Petersburg College
St. Thomas University
Suffolk University
Temple University
Texas A&M Health Science Center
Texas Southern University
Texas State University—San Marcos
Texas Tech University
Texas Tech University Health Sciences Center
Texas Woman’s University—Houston
Towson University
Trident University International
Trinity University
Tulane University
Union Graduate College
The University of Alabama
University of Alabama at Birmingham
University of Alberta
University of Arkansas for Medical Sciences
University of California—Berkeley
University of California—Irvine
University of California—Los Angeles
University of Central Florida
University of Colorado at Denver and Health Sciences Center
University of Dallas
University of Denver/University College
University of Detroit Mercy
The University of Findlay
University of Florida
University of Houston—Clear Lake
University of Illinois at Chicago
The University of Illinois at Urbana-Champaign
University of the Incarnate Word
University of Iowa
University of Kansas Medical Center
University of Kentucky
University of Louisiana at Monroe
University of Massachusetts—Lowell
University of Memphis
University of Miami
University of Michigan
University of Michigan—Flint
University of Minnesota
University of Missouri—Columbia
University of Nevada—Las Vegas
University of New Hampshire
University of New Haven
University of New Orleans
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of North Florida
University of Oklahoma Health Sciences Center
University of the Pacific
University of Phoenix
University of Pittsburgh
University of San Francisco
University of Scranton
University of South Carolina
University of South Dakota
University of Southern California
University of Southern Indiana
University of South Florida
University of Texas at Arlington
University of Texas at Dallas
University of Texas at San Antonio
University of Utah
University of Washington
University of Wisconsin—Milwaukee
Virginia Commonwealth University
Walsh University
Washington State University
Weber State University
Western Connecticut State University
Western Kentucky University
West Virginia University
West Virginia University Institute of Technology
Wichita State University
Widener University
Wilmington University
Winston—Salem State University
Wright State University
Xavier University
Yale University

*As of June 15, 2011
2011 ACHE Award Winners and Endowments

Gold Medal Award
Kenneth D. Graham, FACHE

Lifetime Service Award
Robert R. Fanning Jr., LFACHE
Frankie Perry, RN, LFACHE

Honorary Fellow
Harry S. Hertz, PhD, HFACHE

Robert S. Hudgens Memorial Award for Young Healthcare Executive of the Year
Brett D. Lee, PhD, FACHE

James A. Hamilton Award
John Kenagy, MD
Designed to Adapt: Leading Healthcare in Challenging Times
(Second River Healthcare Press, 2009)

Dean Conley Award
Anthony A. Armada, FACHE
Marilyn French Hubbard, PhD
“Diversity in Healthcare: Time to Get REAL!”
Frontiers of Health Services Management
Spring 2010

Edgar C. Hayhow Award
Eric J. Gertner, MD (lead author)
Judith N. Sabino
Erica Mahady
Lynn M. Deitrick, RN, PhD
Jarret R. Patton, MD, FAAP
Mary Kay Grim
James F. Geiger, FACHE
Debbie Salas-Lopez, MD
Journal of Healthcare Management
May/June 2010

Management Innovations Poster Session Award
Gerald T. Kozai, PharmD
“An Innovative Approach to Improving Care at the Bedside Through a Leadership Driven Focus on Accountability and Sustainability”

ACHE Richard J. Stull Student Essay Competition in Healthcare Management
Graduate Division
First Place—Michael Paul Aslin
Second Place—Tim Moody
Third Place—Rebecca Belen Wellman
Undergraduate Division
First Place—Meredith Sarringhaus
Second Place—Justin S. Witts
Third Place—Molly S. Skinner

Higher Education Network Awards
Army-Baylor University
Virginia Commonwealth University

Endowments
Alumni/ae Association of the Department of Health Administration at Virginia Commonwealth University
Alumni Association of the Graduate Program in Health Administration and Policy of the University of Chicago
Alumni Association of the Graduate Program in Healthcare Administration of the University of Minnesota
Alumni Association of the Kellogg School of Management Programs for Health Industries Management and Biotechnology of Northwestern University
W. W. Fondren Foundation
Parker B. Francis Foundation
The George Washington University Department of Health Services Management and Policy Alumni Association
Mary W. and Foster C. McGaw
Anne M. Pickert
In order to ensure that ACHE members have convenient, close-to-home opportunities available to them, ACHE established chapters to provide networking, education and career development at the local level. ACHE’s Chapter Management and Awards Program is designed to ensure the delivery of these high-quality services. ACHE devised the program to provide chapter performance incentives and acknowledge outstanding accomplishments based on objectively measured results.

To be recognized, chapters must meet specific performance standards such as member satisfaction, membership growth, educational and networking performance and member advancement.

2011 Chapter Award Winners

**Board of Governors Award**
CT Association of Healthcare Executives

**Award for Chapter Excellence**
Puerto Rico Chapter of the American College of Healthcare Executives, Inc.

**Award of Chapter Distinction**
ACHE—Nevada Chapter
American College of Healthcare Executives—Wisconsin Chapter
Arkansas Health Executives Forum
New Mexico Healthcare Managers’ Forum
San Diego Organization of Healthcare Leaders
South Dakota Healthcare Executive Group
South Florida Healthcare Executive Forum, Inc.
Utah Healthcare Executives

**Award of Chapter Merit**
ACHE—NJ
ACHE—North Florida Chapter
ACHE of North Texas
American College of Healthcare Executives—Rhode Island Chapter
Eastern Pennsylvania Healthcare Executive Network
East Texas ACHE Forum
Hawaii-Pacific Chapter of ACHE
Healthcare Executive Forum of Central Pennsylvania
Health Care Executives of Southern California
Network of Overseas Healthcare Executives
South Texas Chapter of the American College of Healthcare Executives
Texas Midwest HealthCare Executives
TreasureCoast Healthcare Executive Network

**Award for Sustained Performance**
ACHE—Nevada Chapter
Arkansas Health Executives Forum
CT Association of Healthcare Executives
Eastern Pennsylvania Healthcare Executive Network
Hawaii-Pacific Chapter of ACHE
Puerto Rico Chapter of the American College of Healthcare Executives, Inc.
San Diego Organization of Healthcare Leaders
South Dakota Healthcare Executive Group
South Florida Healthcare Executive Forum, Inc.
Texas Midwest HealthCare Executives
Utah Healthcare Executives
Standards of Excellence for Staff

We are committed to creating and maintaining a culture of service by exceeding the expectations of our affiliates and our co-workers in a helpful and courteous manner. The following standards of excellence support that commitment.

**Quality**
We strive to do things right the first time and continually look for ways to improve.

**Integrity**
We perform our jobs in an ethical manner, with honesty, sincerity and respect for others.

**Diversity**
We are each responsible for creating and maintaining a culture that values the unique skills, viewpoints, characteristics, experiences and backgrounds of our affiliates and co-workers.

**Responsibility**
We do what we say we are going to do and take ownership of our work and our behavior.

**Timeliness**
We promptly respond to affiliates because they are our highest priority; we meet or exceed all deadlines and help our co-workers do the same.

**Professionalism**
We consistently demonstrate behavior that is worth emulating and reflects well on the organization.

**Teamwork**
We work and communicate effectively with others to get the job done and to bring out the best in each other and the organization.

**Innovation**
We continually search for the best ways to respond to our affiliates’ needs.

**Fiscal Responsibility**
We use our resources wisely and efficiently to achieve our goals.

**Development**
We are dedicated to enhancing our professional and personal knowledge and skills and to assisting our co-workers in their development efforts.

Commitment to these Standards of Excellence results in enhanced service to our affiliates, improved productivity, a unified staff and individual growth.
Executive Office
Board of Governors and Council of Regents Policies
ACHE Program Direction
ACHE Representation
Development
Human Resources

Thomas C. Dolan, PhD, FACHE, CAE
President and Chief Executive Officer

Deborah J. Bowen, FACHE, CAE
Executive Vice President and Chief Operating Officer

R. Barkley Payne
Vice President, Development

Margaret K. O’Brien, SPHR
Director, Human Resources

Julie A. Nolan
Executive Assistant to the President

Laura J. Wilkinson, CAE
Assistant Director, Development

Tara L. Generalovich
Executive Assistant

Claye T. Murphy
Program Specialist, Development

Eileen S. Petropulos
Administrative Assistant, Human Resources

Rosette N. Frazier
Administrative Assistant, Development

Maria C. Perez
Senior Secretary

Michelle E. Barkoviak
Stuart A. Wesbury Jr. Postgraduate Fellow

Jonathan H. Liu
Intern
Communications and Marketing

ACHE.org
Publications
• ACHe-news
• Annual Report and Reference Guide
• Chief Executive Officer
• Healthcare Executive

Promotional Writing and Design
Media and Public Relations
Marketing
Public Policy Analysis
Social Media

Lisa M. Freund
Vice President

Emma O’Riley
Art Director

Jessica D. Squazzo
Senior Writer

John M. Buell
Writer

Megan K. Downey
Senior Web Editor

Michael R. Baffes
Production Specialist

Susan P. Fritschi
Communications Specialist

Larry A. Sawyer
Editor

Christopher J. Underdown
Graphic Design Specialist

Carla M. Nessa
Graphic Design Specialist

Nicholas P. McNeany
Web Production Coordinator

Betina C. Frey
Administrative Assistant
Finance and Administration

Financial Reporting
Budgeting
Accounting
Corporate Insurance
Investments

Personal Services
Facilities Management
Purchasing
Continuous Quality Improvement Coordination
Strategic Planning Coordination

Joe Dietrich, FACHE, CPA, CAE
Vice President and Chief Financial Officer

Christine M. Sawyer, CAE
Finance Manager

Isaias L. Lim
Accounting Manager

Nancy S. Miller, FMP
Office Services Manager

Vivian Avalos
Administrative Assistant

Lisa R. Cleaves
Accounting Coordinator

Alex Soto
Accounting Coordinator

Dennis R. Vavra
Mailroom Coordinator

Belinda Contreras
Receptionist
Health Administration Press

Books
- ACHE Management Series
- AUPHA/Health Administration Press Series
- Gateway to Healthcare Management Series
- Health Administration Press Series
- Executive Essentials Series
- AcademyHealth/Health Administration Press Series

Journals
- Journal of Healthcare Management
- Frontiers of Health Services Management

Self-Study Program
Publications Fulfillment

Maureen C. Glass, FACHE, CAE
Vice President, Publications, and Director, Health Administration Press

Katherine A. Muench, CAE
Assistant Director

Janet R. Davis
Assistant Director

Eduard B. Avis
Assistant Director

Marisa C. Knudsen
Distribution Analyst

Jennifer A. Seibert
Editor

Carolyn DeBonnett
Marketing Specialist

Samantha E. Raue
Editor

Amy E. Carlton
Editor

Scott R. Miller
Production Coordinator

Joselina Fremouw
Administrative Assistant

Danielle M. Hart
Sales and Marketing Assistant
Management Information Systems
Information Systems Development and Support
Network and Telecommunications Management
Technology Training
Internet Technical Support

Kimberly J. Mosley, CAE
Vice President and Chief Information Officer

James A. Polous
Associate Director

Heidi M. Korthase, CAE
Assistant Director/Database Manager

Jaquenette K. Kabir
Systems Analyst

John J. Carpenter
Internet Administrator

Sarah R. Robinson
Chapter Technical Specialist

Robert W. Usery
Technical Coordinator/Help Desk

ACHE Staff
Member Services
Recruitment/Retention
Credentialing
• Board of Governors Examination in Healthcare Management
• Online Tutorial
Recertification

University Student/Faculty Associate Programs
International Services
Early Careerist Program
Research on Healthcare Management Issues
Market Research

Cynthia A. Hahn, FACHE, CAE
Vice President

Karen M. Freeman, FACHE
Assistant Director, Customer Service

Luis F. Ramírez
Systems Specialist

Julie N. Rucker
Customer Service Representative

Marisol Santiago
Customer Service Representative

Leslie A. Athey
Director, Research

Peter A. Kimball
Data Analyst/Statistician

Alicia M. Borsa
Membership Coordinator

David J. Acker
Customer Service Representative

Dorothy A. Coltri
Secretary

Patricia Griffith, FACHE
Assistant Director

Erika M. Joyce
Senior Marketing Specialist

Oriana Y. Wise
Administrative Assistant

David M. Ecklund
Customer Service Representative

Christian M. Volpe
Customer Service Representative

ACHE Staff
Professional Development
Congress on Healthcare Leadership
Healthcare Executive Careers
Healthcare Executive Career Resource Center (HECRC)
Management Innovations

On-Location Programs
Online Education
Seminars
Special Educational Programs
Webinars

Howard J. Horwitz, FACHE, CAE
Vice President

Reed L. Morton, PhD, FACHE, CISS
Director, HECRC

Theresa M. Somrak
Associate Director

Alec S. Rosofsky, CMP, CAE
Assistant Director

Jennifer R. Manthei, CMP
Senior Meeting Planner

Maxine A. Ellison
Program Specialist, HECRC

Songi Kim
Meeting Planner

Kyle A. Ross
Program Specialist

Darrin D. Townsend
Program Coordinator

Abie K. Betts
Administrative Assistant

Theresa E. Ptaszkowski
Meetings Assistant

Lyndsey M. Smith
Program Assistant
Regional Services
Elected Officials Support
Chapter Relations
Health Association Liaison
Uniformed Services/Federal Sector Liaison
CEO Circle

Awards
• Chapter Management Awards
• National Awards
• ACHE Recognition Program
Affiliated Groups
• International Healthcare Executive Groups
• Women’s Healthcare Executive Networks
• Higher Education Network

Thom D. Freyer, FACHE, CAE
Vice President

Desmond J. Ryan, FACHE, CAE
Associate Director

Gerard J. Berish, CAE
Regional Director

Terra L. Levin, FACHE, CAE
Regional Director

Jennifer L. Connelly
Regional Director

Sheila T. Brown
Chapter Specialist

Caitlin E. Stine
Communications Specialist

Virginia Lugo
Administrative Assistant

Zonda D. Zschau
Chapter Services Coordinator

Ellen D. Maki
Senior Secretary
American College of Healthcare Executives
One North Franklin Street, Suite 1700
Chicago, IL 60606-3529
(312) 424-2800
Fax: (312) 424-0023
E-mail: ache@ache.org
Website: ache.org

Executive Office
President/Chief Executive Officer .................... Thomas C. Dolan, PhD, FACHE, CAE .......................... (312) 424-9365
Executive Vice President/Chief Operating Officer .... Deborah J. Bowen, FACHE, CAE .......................... (312) 424-9493

Programs and Services
ACHE Employment Service
Job Bank ............................................. Maxine A. Ellison ............................... (312) 424-9446
Resume Bank ....................................... Maxine A. Ellison ............................... (312) 424-9446
ache.org ............................................. Megan K. Downey ............................... (312) 424-9425
ACHE-news ......................................... Megan K. Downey ............................... (312) 424-9425
Annual Report and Reference Guide ................ Betina C. Frey ............................... (312) 424-9421

Awards
ACHE Recognition Program ........................ Gerard J. Berish, CAE .......................... (312) 424-9323
Articles of the Year ................................. Gerard J. Berish, CAE .......................... (312) 424-9323
Book of the Year .................................. Gerard J. Berish, CAE .......................... (312) 424-9323
Gold Medal ........................................ Gerard J. Berish, CAE .......................... (312) 424-9323
Lifetime Service ................................... Gerard J. Berish, CAE .......................... (312) 424-9323
Young Healthcare Executive of the Year .......... Gerard J. Berish, CAE .......................... (312) 424-9323

Board of Governors Examination in Healthcare Management
Information ....................................... Patricia Griffith, FACHE .......................... (312) 424-9377
Registration ....................................... Customer Service Center ......................... (312) 424-9400

CEO Circle ........................................ Desmond J. Ryan, FACHE, CAE ................. (312) 424-9325

Communications and Marketing ..................... Lisa M. Freund ............................... (312) 424-9420

Congress on Healthcare Leadership
Logistics Information .............................. Alec S. Rosofsky, CMP, CAE ................. (312) 424-9352
Programming Information ........................ Theresa M. Somrak .......................... (312) 424-9354
Registration ....................................... Customer Service Center ......................... (312) 424-9400

Corporate Partnerships Program ..................... R. Barkley Payne ............................. (312) 424-9306

Dues, Fees, Billing ................................ Alex Soto ............................... (312) 424-9335
Education .......................................... Howard J. Horwitz, FACHE, CAE ............ (312) 424-9350
Ethics ............................................... Deborah J. Bowen, FACHE, CAE ............. (312) 424-9493

Frontiers of Health Services Management
Information ....................................... Samantha E. Raue ............................. (312) 424-9457
Subscriptions ...................................... Danielle M. Hart ............................. (312) 424-9456
Fund for Innovation in Healthcare Leadership ........ R. Barkley Payne .......................... (312) 424-9306

Health Administration Press ....................... Maureen C. Glass, FACHE, CAE ............. (312) 424-9450
Directory of Services

Healthcare Executive

Information .......................... Lisa M. Freund.  (312) 424-9426
Advertising .......................... Michael R. Baffes.  (312) 424-9418
Subscriptions ....................... Danielle M. Hart.  (312) 424-9456

Healthcare Executive Career Resource Center .......................... Reed L. Morton, PhD, FACHE, CJSS  (312) 424-9444

Higher Education Network .................................................. Caitlin E. Stine  (312) 424-9324

International Services ................. Erika M. Joyce  (312) 424-9373

Journal of Healthcare Management

Information .......................... Samantha E. Raue  (312) 424-9457
Subscriptions ........................ Danielle M. Hart  (312) 424-9456
Mailing List Rentals .................. Betina C. Frey  (312) 424-9421
Membership .......................... Cynthia A. Hahn, FACHE, CAE  (312) 424-9371
Media Relations ...................... Lisa M. Freund  (312) 424-9420

Member Services

Applications .......................... Customer Service Center  (312) 424-9400
Change of Address (Affiliates Only)  ..................................... Customer Service Center  (312) 424-9400
Change of Membership Status .... Customer Service Center  (312) 424-9400
Advancement Information ........... Customer Service Center  (312) 424-9400
Recertification ........................ Customer Service Center  (312) 424-9400
Research ............................. Leslie A. Athey  (312) 424-9372
Surveys ............................. Leslie A. Athey  (312) 424-9372

Nominations for ACHE Elected Offices  ................. Julie A. Nolan  (312) 424-9367

Personal Services

Affinity Programs ..................... Joe Dietrich, FACHE, CPA, CAE  (312) 424-9330
Public Policy ........................ Lisa M. Freund  (312) 424-9420
Public Relations ...................... Lisa M. Freund  (312) 424-9420

Regional Services ..................... Thom D. Freyer, FACHE, CAE  (312) 424-9320
Field Services and Support for Regents, Chapters and Affiliated Groups

Districts 1, 5 ........................ Gerard J. Berish, CAE  (312) 424-9323
Districts 2, 4 ........................ Terra L. Levin, FACHE, CAE  (312) 424-9329
Districts 3, 6 ........................ Jennifer L. Connelly  (312) 424-9328

Scholarships (Albert W. Dent and Foster G. McGaw)  ................ Cynthia A. Hahn, FACHE, CAE  (312) 424-9371

Self-Study Program

Information .......................... Amy E. Carlton  (312) 424-9483
Program Registration ............... ACHE/HAP Order Fulfillment Center  (301) 362-6905

Social Media ........................ Megan K. Downey  (312) 424-9425

Richard J. Stull Student Essay Competition in Healthcare Management  ...................................... Desmond J. Ryan, FACHE, CAE  (312) 424-9325

Uniformed Services and Veterans Affairs  ........................... Jennifer L. Connelly  (312) 424-9328

Health Administration Press books can be ordered by contacting the ACHE/HAP Order Fulfillment Center at (301) 362-6905. Healthcare Executive magazine and journal subscriptions can be ordered by calling ACHE Subscription Services at (312) 424-9456.

Affiliates can obtain up-to-date information about ACHE programs, products and services through ache.org, ACHE’s website. Affiliates can access services including the ACHE Affiliate Directory, job listings, resume postings, Healthcare Executive online, message boards and much more.
Preamble

The purpose of the Code of Ethics of the American College of Healthcare Executives is to serve as a standard of conduct for affiliates. It contains standards of ethical behavior for healthcare executives in their professional relationships. These relationships include colleagues, patients or others served; members of the healthcare executive’s organization and other organizations, the community and society as a whole.

The Code of Ethics also incorporates standards of ethical behavior governing individual behavior, particularly when that conduct directly relates to the role and identity of the healthcare executive.

The fundamental objectives of the healthcare management profession are to maintain or enhance the overall quality of life, dignity, and well-being of every individual needing healthcare service and to create a more equitable, accessible, effective and efficient healthcare system.

Healthcare executives have an obligation to act in ways that will merit the trust, confidence and respect of healthcare professionals and the general public. Therefore, healthcare executives should lead lives that embody an exemplary system of values and ethics.

In fulfilling their commitments and obligations to patients or others served, healthcare executives function as moral advocates and models. Since every management decision affects the health and well-being of both individuals and communities, healthcare executives must carefully evaluate the possible outcomes of their decisions. In organizations that deliver healthcare services, they must work to safeguard and foster the rights, interests and prerogatives of patients or others served.

The role of moral advocate requires that healthcare executives take actions necessary to promote such rights, interests and prerogatives.

Being a model means that decisions and actions will reflect personal integrity and ethical leadership that others will seek to emulate.

I. The Healthcare Executive’s Responsibilities to the Profession of Healthcare Management

The healthcare executive shall:

A. Uphold the Code of Ethics and mission of the American College of Healthcare Executives;

B. Conduct professional activities with honesty, integrity, respect, fairness, and good faith in a manner that will reflect well upon the profession;

C. Comply with all laws and regulations pertaining to healthcare management in the jurisdictions in which the healthcare executive is located or conducts professional activities;

D. Maintain competence and proficiency in healthcare management by implementing a personal program of assessment and continuing professional education;

E. Avoid the improper exploitation of professional relationships for personal gain;

F. Disclose financial and other conflicts of interest;

G. Use this Code to further the interests of the profession and not for selfish reasons;

H. Respect professional confidences;

I. Enhance the dignity and image of the healthcare management profession through positive public information programs; and

J. Refrain from participating in any activity that demeans the credibility and dignity of the healthcare management profession.

II. The Healthcare Executive’s Responsibilities to Patients or Others Served

The healthcare executive shall, within the scope of his or her authority:

A. Work to ensure the existence of a process to evaluate the quality of care or service rendered;

B. Avoid practicing or facilitating discrimination and institute safeguards to prevent discriminatory organizational practices;

C. Work to ensure the existence of a process that will advise patients or others served of the rights, opportunities, responsibilities and risks regarding available healthcare services;

D. Work to ensure that there is a process in place to facilitate the resolution of conflicts that may arise when values of patients and their families differ from those of employees and physicians;

E. Demonstrate zero tolerance for any abuse of power that compromises patients or others served;

F. Work to provide a process that ensures the autonomy and self-determination of patients or others served; and

G. Work to ensure the existence of procedures that will safeguard the confidentiality and privacy of patients or others served.
III. The Healthcare Executive’s Responsibilities to the Organization

The healthcare executive shall, within the scope of his or her authority:

A. Provide healthcare services consistent with available resources, and when there are limited resources, work to ensure the existence of a resource allocation process that considers ethical ramifications;

B. Conduct both competitive and cooperative activities in ways that improve community healthcare services;

C. Lead the organization in the use and improvement of standards of management and sound business practices;

D. Respect the customs and practices of patients or others served, consistent with the organization’s philosophy;

E. Be truthful in all forms of professional and organizational communication, and avoid disseminating information that is false, misleading or deceptive;

F. Report negative financial and other information promptly and accurately, and initiate appropriate action;

G. Prevent fraud and abuse and aggressive accounting practices that may result in disputable financial reports;

H. Create an organizational environment in which both clinical and management mistakes are minimized and, when they do occur, are disclosed and addressed effectively;

I. Implement an organizational code of ethics and monitor compliance; and

J. Provide ethics resources to staff to address organizational and clinical issues.

IV. The Healthcare Executive’s Responsibilities to Employees

Healthcare executives have ethical and professional obligations to the employees they manage that encompass but are not limited to:

A. Creating a work environment that promotes ethical conduct by employees;

B. Providing a work environment which encourages a free expression of ethical concerns and provides mechanisms for discussing and addressing such concerns;

C. Providing a work environment that discourages harassment, sexual and other; coercion of any kind, especially to perform illegal or unethical acts; and discrimination on the basis of race, ethnicity, creed, gender, sexual orientation, age or disability;

D. Providing a work environment that promotes the proper use of employees’ knowledge and skills;

E. Providing a safe work environment; and

F. Establishing appropriate grievance and appeals mechanisms.

V. The Healthcare Executive’s Responsibilities to Community and Society

The healthcare executive shall:

A. Work to identify and meet the healthcare needs of the community;

B. Work to support access to healthcare services for all people;

C. Encourage and participate in public dialogue on healthcare policy issues, and advocate solutions that will improve health status and promote quality healthcare;

D. Apply short- and long-term assessments to management decisions affecting both community and society; and

E. Provide prospective patients and others with adequate and accurate information, enabling them to make enlightened decisions regarding services.

VI. The Healthcare Executive’s Responsibility to Report Violations of the Code

An affiliate of ACHE who has reasonable grounds to believe that another affiliate has violated this Code has a duty to communicate such facts to the Ethics Committee.

ADDITIONAL RESOURCES—Available on ache.org or by calling ACHE at (312) 424-2800.

1. ACHE Ethical Policy Statements
   “Considerations for Healthcare Executive-Supplier Interactions”
   “Creating an Ethical Culture Within the Healthcare Organization”
   “Decisions Near the End of Life”
   “Ethical Decision Making for Healthcare Executives”
   “Ethical Issues Related to a Reduction in Force”
   “Ethical Issues Related to Staff Shortages”
   “Health Information Confidentiality”
   “Impaired Healthcare Executives”
   “Promise-Making, Keeping and Rescinding”

2. ACHE Grievance Procedure

3. ACHE Ethics Committee Action

4. ACHE Ethics Committee Scope and Function
ACHe Statement on Diversity

June 2002, November 2005 (revised)

As the professional membership society for healthcare executives, the American College of Healthcare Executives embraces diversity within the healthcare management field and recognizes that priority as both an ethical and business imperative. ACHE values diversity and initiatives that promote diversity because they can improve the quality of the organization’s work force. ACHE also values and actively promotes diversity in its leaders, affiliates and staff because diverse participation can serve as a catalyst for improved decision making, increased productivity and a competitive advantage.

Further, ACHE works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, gender, religion, age, sexual orientation, or disability because an inclusive environment can enhance the quality of healthcare, improve hospital-community relations and positively affect the health status of society. This priority is reflected in ACHE’s various activities and initiatives.

Within the ACHE organization, ACHE promotes diversity through:
• Diversity-specific accountability for staff. Diversity-specific behaviors are outlined in the Standards of Excellence for staff and incorporated into the performance management tools.
• Recruitment and retention efforts focusing on a diverse qualified work force.
• New employee orientation addressing diversity in the workplace, including recognizing and accepting differences.
• Biennial diversity training for all staff to help further awareness and understanding of cultural differences among staff.
• At-large positions on the Council of Regents to help increase diversity.
• A Nominating Committee that emphasizes diversity in slating elected leaders.

Within the healthcare management field, ACHE promotes diversity through:
• The Institute for Diversity in Health Management, co-founded by ACHE, which collaborates with educators and health service organizations to expand leadership opportunities for ethnic minorities in health services management.
• Race/Ethnic Comparisons of Career Attainments in Healthcare Management, which are periodic surveys of healthcare executives in various race/ethnic groups to compare their career attainments.
• Comparisons of the Career Attainments of Men and Women Healthcare Executives, which are periodic surveys of the career attainments of men and women healthcare executives, by gender.

• The development of resources, such as the Diversity and Cultural Proficiency Assessment Tool for Leaders, created by ACHE, the American Hospital Association, the Institute for Diversity in Health Management and the National Center for Healthcare Leadership, which contains assessment worksheets and case studies that healthcare leaders may use to evaluate the diversity and cultural proficiency of their organization and identify what activities and practices need to be implemented.
• A diversity internship, a three-month assignment intended to attract racially/ethnically diverse students into the fields of healthcare and professional society management and to further their postgraduate education.
• Albert W. Dent Student Scholarships, awarded annually to racially/ethnically diverse students in healthcare management graduate programs.
• Educational programs and publications addressing the issues of diversity.

Policy Statements
• “Increasing and Sustaining Racial/Ethnic Diversity in Healthcare Management”
• “Considering the Value of Older, Experienced Healthcare Executives”
• “Strengthening Healthcare Employment Opportunities for Persons With Disabilities”

Approved by the Board of Governors of the American College of Healthcare Executives on November 7, 2005.
The field of healthcare management is complex and constantly changing. As your professional society, ACHE has a responsibility to help you navigate these changes while working to advance your career and the profession overall. Therefore, as a service to our affiliates, ACHE has developed Ethical Policy Statements and Policy Statements on a variety of critical issues.

ACHE’s Ethical Policy Statements represent ACHE’s position on various ethical issues in healthcare management and suggest guidelines of behavior for healthcare executives facing these challenges. Policy Statements provide ACHE’s position on professional and public policy issues and offer healthcare executives guidance in these areas. Ethical Policy Statements and Policy Statements originate from affiliates and issues within the field and are often drafted at the committee level. The Board Policy Committee then reviews the statements before they are brought before the Board of Governors for final approval. Once a new or revised statement has been approved by the Board, it is made available via ache.org to all affiliates. Statements are also periodically published in Healthcare Executive magazine.

We hope these statements, which are regularly reviewed and updated, are helpful to you. To view the statements, visit the About ACHE area of ache.org.

**Ethical Policy Statements**

- Considerations for Healthcare Executive-Supplier Interactions, November 2007
- Creating an Ethical Culture Within the Healthcare Organization, revised November 2010
- Decisions Near the End of Life, revised November 2009
- Ethical Decision Making for Healthcare Executives, revised November 2007
- Ethical Issues Related to a Reduction in Force, revised November 2005
- Ethical Issues Related to Staff Shortages, revised November 2007
- Health Information Confidentiality, revised November 2009
- Impaired Healthcare Executives, revised November 2006
- Promise-Making, Keeping and Rescinding, March 2006

**Policy Statements**

- Access to Healthcare, revised November 2008
- Adopting a Systematic Approach to Bringing Healthcare Executives Into a New Position or Organization, November 2009
- Board Certification in Healthcare Management, revised November 2007
- Considering the Value of Older, Experienced Healthcare Executives, revised November 2010
- Evaluating the Performance of the Hospital or Health System CEO, revised November 2008
- Healthcare Executives’ Responsibility to Their Communities, revised November 2009
- Healthcare Executives’ Role in Emergency Preparedness, revised November 2009
- The Healthcare Executive’s Role in Ensuring Quality and Patient Safety, November 2008
- Increasing and Sustaining Racial/Ethnic Diversity in Healthcare Management, revised November 2010
- Lifelong Learning and the Healthcare Executive, revised November 2008
- Organ/Tissue/Blood/Blood Stem Cells Donation Process, revised November 2009
- Preventing and Addressing Workplace Abuse: Inappropriate and Disruptive Behavior, revised November 2010
- Responsibility for Mentoring, revised November 2009
- The Role of the Healthcare Executive of a Nonprofit Entity in a Change in Organizational Ownership or Control: Consolidations, Mergers, Acquisitions, Affiliations, Divestitures, or Closures, revised November 2010
- Strengthening Healthcare Employment Opportunities for Persons With Disabilities, revised November 2009
- Terms of Employment for Healthcare Executives, revised November 2008
ACHE Online Resources

A wealth of information and resources is at your fingertips through ACHE’s website, [ache.org](http://ache.org). Our comprehensive site includes detailed membership and education information and an in-depth career resources section. And through the Affiliates Only area of [ache.org](http://ache.org), you can access information available exclusively to ACHE affiliates. Following are just some of the valuable resources available at [ache.org](http://ache.org):

### About ACHE
- Information About Elected Officials
- Strategic Plan
- Governance and Bylaws
- Regulations Governing Admission, Advancement and Recertification
- Diversity Resources
- Ethics Resources and Toolkit
- Policy Statements
- Fund for Innovation in Healthcare Leadership
- Connect with ACHE’s Social Networking Tools, Including LinkedIn
- Awards

### Join ACHE
- Membership Information
- ACHE Membership Applications
- Information About ACHE’s Special Interest Areas, Including Group Practice, Managed Care and Physician Executives, Among Others

### What’s New at ACHE
- The Latest News and Information on ACHE Programs and Resources

### Credentialing
- Board of Governors Exam Information and Study Materials
- Fellow Advancement Information
- Recertification Information

### Education
- Complete Program Descriptions
- Upcoming Program Information
- ACHe-learning Webinars and Online Seminars
- Congress on Healthcare Leadership Information

### Chapters
- Chapter Directory
- Chapter Leaders Resources

### Career Services
- Regularly Updated Job and Resume Banks
- Career Management Workshops, Assessments and Services
- Resources for Students and Early Careerists

### Books & Journals
- Information About Health Administration Press Books and Journals and *Healthcare Executive* Magazine
- Online Bookstore
- Resources for Professors
- Self-Study Course Information and Materials

### Research
- ACHE Affiliate Profile
- Top Studies and Surveys on Timely Healthcare Management Topics
- Management Innovations

### My ACHE
- Personalized Education Credit Information
- FACHE® Application Status
- Purchase History
- Live Chat With a Customer Service Representative

### Affiliates Only
- Job and Resume Banks
- Affiliate Directory
- Ray E. Brown Management Resource Center
- Direct Access to ACHE Magazine and Journals
- Leader-to-Leader Program Information

Visit [ache.org](http://ache.org) today!