

AFFILIATE PROFILES

John W. Bluford III, FACHE

President and CEO
Truman Medical Center
Inc.
Kansas City, Mo.



Chairman (2011), American Hospital Association
Board Member, National Association of Public Hospitals
Board Member, Missouri Hospital Association
Board Member, Missouri Health Information Exchange

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. ☞

David S. Fox

President
Advocate Good Samaritan
Hospital (2010 Malcolm
Baldrige National
Quality Award
Recipient)
Downers Grove, Ill.



Chair, Illinois Hospital Association Political Action Committee
Member, Illinois Hospital Association Strategic Planning
Committee
Board Member, Illinois Provider Trust
Board Member, Vice Chair, Lincoln Foundation for Performance
Excellence (Illinois Baldrige criteria organization)

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. ☞

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.



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. ∞

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

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. ∞

Dean Q. Lin, FACHE

President
Ocean Medical Center
Brick, N.J.



Fellowship, The College of Physicians of Philadelphia
Member, New Jersey Hospital Association
Past Board Member, Convenient Care Association
Past Chairman, Big Brothers Big Sisters of Utah

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. ☺

Susan C. Moss

Executive Director,
Practice Improvement
Massachusetts General
Physician Organization
Executive Director,
Anesthesia, Critical
Care and Pain Medicine
Massachusetts General
Hospital
Boston



Member, ACHE Early Careerist Committee
Board Member, Center for Medical Simulation
Senior Leader, Massachusetts General Hospital/MIT Healthcare Operations Collaborative

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. ☺

**LTG Eric Schoomaker,
MD, PhD**

*42nd Surgeon General of
the United States Army
and Commanding
General, United States
Army Medical
Command*



President (2009–2010), Association of Military Surgeons of the United States
Fellow, American College of Physicians

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. ☞

**Kenneth R. White,
PhD, FACHE**

*Professor of Health
Administration
Virginia Commonwealth
University
Richmond, Va.*



Member, Commission on Accreditation of Healthcare Management Education, National Leadership Symposium Steering Committee
Past Board Member, American College of Healthcare Executives
Faculty Member, American College of Healthcare Executives Board of Governors Examination Review Course
Volunteer Nurse, Comfort Zone Camp—a grief camp for children

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. ☞