

AFFILIATE PROFILES

Joel T. Allison, FACHE

President and CEO
Baylor Health Care System
Dallas

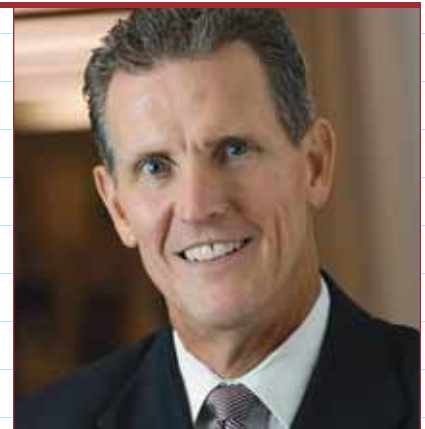
Member, Healthcare Leadership Council
Board Member, Texas Association of Voluntary Hospitals
Board Member, Healthcare Coalition of Texas
Advisory Board Member, Baylor University School of Business, Healthcare Administration Program

With the passage of healthcare reform, providers must do more with fewer financial resources. There is no question that current reimbursement models will be impacted, and healthcare executives must be prepared to meet the needs of the communities they serve in the most cost-effective

and efficient way possible, while offering high-quality, safe and compassionate care.

The public generally believes that CEOs and other top executives across industries are more committed to the bottom line than doing what is right. Our patients and the communities we serve are looking for providers that demonstrate leadership, trustworthiness and integrity every day; therefore, the most important characteristic required of healthcare executives today is integrity and transparency. To paraphrase Peter Drucker, considered the father of modern management: Managers do things right; leaders do the right thing.

Being a Fellow of ACHE demonstrates my commitment to the



profession of healthcare management and to its principles and code of conduct. And through ACHE's educational opportunities and other offerings, I am able to continue in my professional development to further support excellence in healthcare management. ✓

Gary L. Barnett, FACHE

President and CEO
Sarah Bush Lincoln Health System
Mattoon, Ill.

Board Member, AHA Regional Policy Board
Federal Health Reform Task Force Member, Illinois Hospital Association Board Nominating Committee
Member, Illinois Hospital Association Board Member, Lincoln Foundation for Performance Excellence (Illinois Baldrige criteria organization)

Healthcare has been slow to adapt to change, even when new ways have been proven effective. Increasing efficiency quickly enough to keep up with market changes, while improving quality and the patient experience, is the biggest challenge we face. To encourage people to embrace change,

we at Sarah Bush Lincoln Health System constantly share information on the healthcare environment, our strategies for continuing our journey to excellence and our progress toward achieving benchmark performance. Our success will be the result of our employees accepting ownership and accountability for our outcomes.

In addition, as concepts within healthcare reform, including bundled payments and Accountable Care Organizations, expand our responsibilities, we will require new methods of delivering care. To be effective, healthcare leaders must possess an important characteristic—adaptability.

Throughout my healthcare career, ACHE has been the best source for formal education programs and



knowledge transfer among peers. I attend ACHE educational programs with the expectation of learning specific process improvements that can be quickly implemented within our organization. From the construction program I attended in 1980, to the strategic planning program in 2009—that has consistently been my experience. ✓

Carolyn W. Caldwell, FACHE

President and CEO
Centerpoint Medical Center (HCA)
Independence, Mo.

AHA Region 6 Policy Board
Chair Elect, Institute for Diversity in
Health Management Board
Former Board Member, Missouri
Hospital Association Management
Services Corporation
Advisory Board Member, Kansas City
Free Health Clinic

While healthcare executives welcome the expansion of coverage provided to 32 million uninsured individuals under the recently enacted healthcare reform legislation, certain challenges lie ahead. For example, having enough physicians to absorb a large influx of newly insured individuals has the potential to test infrastructure of the

healthcare system. In order for our facilities to continue to provide high-quality, cost-effective care, we must align with our medical staffs to manage through this transition. Healthcare executives will need to take inventory of their current medical staffs, determine what the medical staff needs will be as new lives enter the system, and recruit additional physicians and extenders to meet the anticipated demand.

To meet challenges such as these, healthcare leaders must be able to effectively articulate the mission and vision of their organizations. To garner support from various constituents (physicians, employees, board members and community leaders), a healthcare executive must be seen as a dynamic leader who has a comprehensive strategy for the organization



and the ability to communicate that strategy effectively.

An affiliation with ACHE is more important now than ever given the rapidly changing healthcare environment. I would encourage healthcare executives to not only join ACHE but become involved in the educational opportunities it has to offer. ✓

Connie J. Evashwick, ScD, FACHE

Professor, Health Management and Policy, Community Health, School of Public Health
Saint Louis University
St. Louis

Member, Filerman Prize Committee, Association of University Programs in Health Administration
Chair, Erickson Award Committee, Section on Aging and Public Health, American Public Health Association
Member, Editorial Boards, *The Gerontologist*, *Journal of the American Medical Directors Association*
AUPHA/HAP Editorial Board for Graduate Studies, ACHE

Healthcare leaders today face change and uncertainty. Technological advances combined with the new federal legislation result in every healthcare organization in the

United States facing change in multiple dimensions.

Leading organizations and individuals through periods of change takes great charisma, knowledge and confidence—confidence based on knowledge of facts and sensitivity to people. During periods of rapid, multifaceted change, employees and colleagues need to trust the person who is guiding them. To inspire this trust, leaders must be grounded in the organization’s mission, know the facts, understand trends, and hear the concerns and suggestions of others.

Healthcare professionals need trusted friends and savvy colleagues. ACHE provides both and expands our circle beyond the walls of our own organizations. In periods of calm, we need to be pushed to watch trends, learn



new skills, see different perspectives and prepare for the future rather than become complacent. In periods of turmoil, we need a place to turn for knowledge, wisdom and guidance. ACHE offers education to keep one current, structured opportunities that make learning easy, insights about the future, and a large network of friends and colleagues to turn to when times are bad or good. ✓

Kenneth A. Samet, FACHE

President and CEO

MedStar Health

Columbia, Md.

Board Member, Georgetown University

Board Member, Federal City Council,

and Chair, Health Committee

Past Board Member, American

Hospital Association

Past Chairman, District of Columbia

Hospital Association

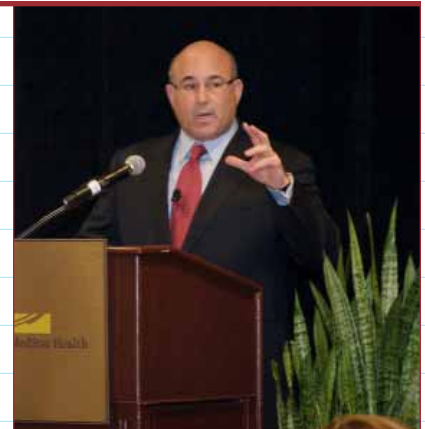
Healthcare executives must be creatively focused on the future, while still meeting the expectations of the communities we serve today.

Helping our organizations have the courage to question how we can provide care at even higher quality and safety levels, while faced with

constrained economic resources, is one of the biggest challenges.

To be effective in today's fully transparent and 24/7 news world, leaders must be seen as credible and of the highest integrity. Our healthcare executives must also be excellent communicators and viewed as being part of the team—not above it. The top down, command and control approach to leadership will not allow an organization to realize its full potential. Providing the highest quality care is a team effort.

We all have shared responsibilities for the health of our communities. ACHE helps to support and develop present and future leaders through



education, networking, mentoring, and by creating a professional core of goals and ideals for all of us in the field to build upon. Our membership in ACHE tells the communities we serve that we expect to be held to a higher standard because of the importance of the work we do. ✓

David P. Tilton, FACHE

President and CEO

AtlantiCare (2009 Malcolm Baldrige

National Quality Award Winner)

Egg Harbor Township, N.J.

Member, New Jersey Hospital

Association Board of Trustees,

Finance Committee and Investment

Committee

Member, American Hospital Association

Task Force on Payment Reform

Member, Premier/ACO Collaborative Pilot

Speaker, National and Local

Conferences

Now more than ever, our healthcare organizations will need to find new ways to organize the care delivery system so it is more effective and efficient. As we enter the uncharted waters of this new era of healthcare reform, we as leaders must be able to

provide the change leadership our organizations need to meet the challenges that lie ahead.

Healthcare leaders must have the vision and discipline to stay focused on sustaining our organizations through the continuous performance improvement efforts needed for our organizations to provide the best possible care. We must also have the agility it takes to maneuver an ever-evolving, complex environment. Above all, we must possess the desire to be servant leaders, actively invested in serving our patients, their families, our staff and our communities.

ACHE increases professionalism in the healthcare leadership field. My affiliation with the organization has provided me with the continuing



education I need to stay up to date. In addition, my involvement with ACHE allows me to establish connections with colleagues across the country with whom I can exchange best practices. It also provides opportunities for healthcare executives to mentor the next generation of healthcare leaders. ✓

RDML Eleanor V. Valentin, FACHE

Director, Navy Medical Service Corps
Commander, Navy Medicine Support
Command
Jacksonville, Fla.

Chair, Flag Officer Steering Committee,
Medical Education Training Campus,
San Antonio, Texas

Executive Steering Committee, National
Interagency Confederation for
Biological Research (Voting Member)
Secretary of the Navy Executive Agent for
the DoD HIV/AIDS Prevention Program
Office of Naval Research, Future
Naval Capabilities, Force Health
Protection, Integrated Project Team
(Voting Member—Acquisitions Manager)

The biggest challenge in healthcare
is providing quality care with limited
resources. Healthcare executives are
faced with escalating costs of the
healthcare field. Advances in medical

practice, technology, equipment and
medications are expensive. This state
of affairs is exacerbated by an ever-
growing shortage of medical person-
nel and segments of our society that
are not yet ready to adopt healthy
lifestyles. Healthcare executives must
be prepared to act when the demand
on the medical system exceeds its
capacity.

To be an effective leader you must be
able to listen to those you care for,
their families, those you work with
and those you work for. You must
learn from them and take appropriate
action. Then and only then can you
effectively lead.

I would encourage others to join
ACHE because of the learning
opportunities that this organization
offers. Learning takes many forms,



and ACHE offers all of them—
books, publications, seminars, online
courses and mentoring opportunities
to name a few. I also believe one of
the most important reasons to join
ACHE is for the networking oppor-
tunities that are offered for personal
and professional growth. ACHE is
about experienced professionals who
care about making healthcare leaders
today and in the future. ✓

Mae-Fay Yeh

Director, Office of Strategic Business
Innovation
Childrens Hospital Los Angeles
Los Angeles

Preceptor, University of Southern
California Master of Health
Administration Residency Program

Mentor, University of California Los
Angeles Health Services Alumni
Association

Member, Healthcare Executives of
Southern California

Member, The Healthcare Collaborative
at UCLA

Bending the healthcare cost curve,
while ensuring access to high-quality,
effective care, is the biggest challenge
healthcare executives face today.
Even with the recent passage of
healthcare reform legislation, we

need to find the critical path to pro-
viding healthcare to all with limited
resources—something many health-
care institutions already face on a
day-to-day basis. But as an industry,
we must come together to overcome
this challenge through collaboration,
partnerships and leadership.

And with so many anticipated
changes in our environment, such as
changes to our healthcare delivery
and payment systems, effective lead-
ers need to make tough decisions and
ensure that the organization stays on
course, even through turbulent
times. That is why the most impor-
tant characteristic required to be an
effective healthcare leader is the abil-
ity to paint a clear vision for the
future that people embrace and are
inspired to follow.



The American College of Healthcare
Executives serves as an innovative
forum to exchange ideas in a rapidly
changing industry. From its educa-
tional seminars to networking oppor-
tunities, ACHE allows healthcare
leaders to remain ahead of emerging
trends and stay connected to facilitate
learning from one another. ✓