



ACHE of East Texas March 2019 Newsletter



A Message from Our President

Dear Healthcare Executives and Leaders,

During our First Quarter Networking event held in Texarkana last month, the keynote topic emphasized the value ACHE plays in the professional development of career healthcare professionals. Our speaker was Mr. Jason Rounds, FACHE, who is the President of CHRISTUS St. Michael System. During the conversation, a physician in the audience asked quite simply “what exactly does a healthcare administrator do?” The inquiry was a great reminder of the importance that engaging physician leadership has in advancing the missions of our organizations. The following article was adapted from “3 Steps for Engaging Health Care Providers in Organizational Change,” by Joan F. Brett and Margaret M. Luciano, Harvard Business Review, Oct. 18, 2018. We look forward to seeing you at our next event.

Jean-Paul Puryear
President
ACHE of East Texas

Featured Article

Three Steps for Engaging Healthcare Providers in Organizational Change

As healthcare organizations feel pressure to cut costs, reduce medical errors and adopt standardized processes and innovations, providers must give up some established and comfortable ways of working. Many view changes as clashing with patient care values. The following are three key ways managers can engage providers and connect innovation efforts to core motivations, passions and values.

Learn why staff think changes do not align with the existing culture and mission.

One medical practice CEO listened as managers explained employees’ concerns regarding quality care versus financial pressures, and the replacement of familiar processes and techniques. The CEO first recommended that the managers listen to doctors and staff to understand the perceived misalignment between the changes and organizational values of the practice. The CEO then took steps, to reframe and strengthen the connection between innovations and the practice’s core values to eliminate the perception of misalignment.

Use data to engage and explain how to address the problem.

Data and metrics can create an awareness of problems, a means to explore them, and a goal post to measure progress. One hospital leader ordered the collection of observational data regarding staff hand hygiene to change existing norms and routines and drive more hand washing. The collated data became an agenda item during the weekly staff dialogue. This not only kept the problem in the forefront, but also engaged employees in diagnosing the barriers and factors outside their control that made change difficult to implement. This combination of data, staff engagement and appealing to the mission of good patient care increased the handwashing rate from 45 percent to 82 percent in one year.

Pay attention to the behaviors you reward and tolerate.

As part of the same hand-washing initiative, the hospital system introduced a campaign empowering staff members, including clinicians, to remind each other—on the spot and regardless of level or status—to wash their hands. The change would not stick if it were exempt from this feedback. An administrator reminded physicians reacting negatively to feedback that the mandate was everyone’s responsibility for patient health. During weekly huddle meetings, the CMO distributed gift cards as positive reinforcement to those who had reminded others of hand washing.

The status quo persists when unwanted behaviors at any level of the organization are tolerated. When leadership understands that ignoring one act of poor behavior can decimate the adoption of innovation, they may be more willing to hold difficult conversations with the highest-status employees in their organizations.

Seeking to understand staff perspectives, using data and holding all employees accountable will help providers understand how change can support, rather than contradict, the values they hold dear.



DRAFT Bylaws Posted for Your Review

The bylaws for our East Texas chapter are being revised to provide better clarity and guidance for the chapter’s leadership. For the review of our membership, a revised draft has been posted on the home page of our chapter website, acheetx.org (scroll toward the bottom of that page to click through the pages of the current draft).

The Board will be finalizing these during their April meeting. **If you have any comments or suggested edits, please let us know by no later than April 10.**

Please send any feedback you might have to info@acheetx.org.



Recognition

ACHE of East Texas congratulates **Gurinder Singh** who recently earned a position with CHRISTUS Highland Medical Center as a Project Manager. We featured Gurinder in our December Member Spotlight and he is currently the Education and Programming Chair for ACHE of East Texas. The Education and Programming Committee Chair serves the local ACHE Chapter by providing leadership and guidance for planning, developing and implementing annual programs for the educational and professional development of its Chapter members.

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Accountability is an inside job.

ACHE of East Texas Education Event

Now Open for Registration

Date: Wednesday, April 30
Location: CHRISTUS Good Shepherd Institute for Healthy Living, Longview, TX



Panel 1 Topic: Accountability for the Care We Provide

Moderator:

Mary Elizabeth Jackson

Vice President

CHRISTUS Trinity Mother Frances Health System

Panelists:

Anthony Brooks, MBA

Chief Executive Officer at Azalea

Orthopedics & Sports Medicine

Ron Short, MBA, FACHE

Chief Operating Officer

Care Systems, Inc.

David Webb, FACHE

Administrator/Chief Executive Officer

Longview Orthopedic Clinic Association

Panel 2 Topic: Healthcare Executives Role with the Opioid Crisis

Moderator:

Katy Nustad, FACHE

Administrative Officer

Longview Veteran Affairs Clinic

Panelists:

Lynn Jennings, MD

Vice President of Physician Integration

CHRISTUS Physician Group

Sushma Sharma, PhD

Director Community, Public and Population

Dallas-Fort Worth Hospital Council Foundation

**A special thanks to
CHRISTUS Good Shepherd Institute for Healthy Living
for hosting this event!**



**2019 Spring Education Summit
Fourth Annual Joint Event
East Texas and North Texas Chapters**

Save the Date!!

Date: Thursday, May 16

Time: 8am-4pm

Location: Terrell

Tentative Panel Topics Include:

- Ensuring Your Community's Emergency Preparedness
- Ethical Challenges in Healthcare Leadership
- Closing Gaps in Patient Care Plans: The Executive's Role in Engaging Care Teams to Improve Patient Safety, Quality of Care, and Operating Margins
- Leading Information Safety: Planning for Data Privacy & Security

Breakfast with the CEO

Save the Date!!



Date: Wednesday, June 19
Location: Longview



**ACHE of East Texas Country Christmas in July
featuring 2018 Texas County Music Band of the Year
The Darrin Morris Band**

Save the Date!!

Date: Wednesday, July 12
Location: Brewster's and Cowboys, Tyler
Panel Topic: Community Benefits Reporting



President's Member Spotlight

Timothy J. Pugsley, MBA, CPHIMS, CHCIO, FACHE, FCHIME
Chief Information Officer
Titus Regional Medical Center
Mount Pleasant, Texas

Tim Pugsley joined Titus Regional Medical Center in 2015 and has twenty-two years of experience in Information Technology with sixteen of those in Healthcare. His previous position was CIO at Nebraska Orthopaedic Hospital, a physician owned specialty hospital focused on the total care of the orthopaedic patient. Before being a member of the senior leadership team at NOH, Mr. Pugsley was Director of Corporate Technologies with Student Resources, a division of UICI, a leading provider of insurance with annual revenues exceeding 2.1 Billion dollars. Prior to UICI, Mr. Pugsley was Vice President of Information Technology and Client Services for i-Trax LLC, a national telehealth nurse triage and disease management provider. He also has extensive experience in system design, analytics, and operations management.

Mr. Pugsley earned both his bachelor's degree in Information Systems and master's degree in Business Administration from Bellevue University in Bellevue NE.

He is a Fellow with The American College of Healthcare Executives as well as holding certifications with College of Healthcare Information Management Executives (CHCIO, FCHIME) and Health Information Management Systems Society (CPHIMS).

Mr. Pugsley is married to his wife of sixteen years, Amanda Pugsley and they have three children, Jordan, Madelyn, and Emma. His hobbies are focused primarily on outdoor sports including golf, fishing, boating, and hunting.

Mr. Pugsley's role at TRMC includes oversight for the corporate Digital Strategy and Development as well as Health Systems Support Services including Clinical Informatics, PACS/CPACS, Systems Management, Biomed, Information Systems, Human Resources, and Program Management.

Titus Regional Medical Center is a 174-bed multi-specialty hospital with over \$180 Million in Annual Revenues. The hospital is located in Mount Pleasant, Texas and serves over 50,000 lives within 5 counties. TRMC is Joint Commission certified and is recognized as a premier Stroke Center in North East Texas.

Become A Sponsor!

Would your organization like to be an ACHE of East Texas preferred Sponsor?

Sponsorships are now open for 2019 from \$500-\$5000 with multiple advertising and exposure opportunities. For more information, please email your interest to info@acheetx.org.

Follow Us on the Web

Stay up to date with ACHE of East Texas... promote your colleague... check-in with us!

www.acheetx.org



LinkedIn



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Once we get 25 Likes then we can remove the numbers at the end of the URL, so Like us!



Volunteers are needed for the following committees:

- Programming
- Membership
- Communications
- Sponsorship
- Advancement
- Community Outreach
- Local Program Council (LPC) – Texarkana only.

Please email your interest to info@acheetx.org.

Welcome New Membership Committee Member:

Sonia Weaver, MS, MT(ASCP)SBB, LSSMBB



If you haven't already, be sure to Check Out Our New Website!



News from ACHE National

Opportunity to List Your Postgraduate Fellowship

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. If your organization is



American College of
Healthcare Executives
for leaders who care®

offering a postgraduate fellowship, we encourage you to add it to ACHE's complimentary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad. You may add a new listing or update a previous one at any time by completing the online listing form. The directory can help you gain exposure and start attracting top-notch applicants to your program.

Questions? Please contact Audrey Meyer, membership coordinator, at (312) 424-9308, or via email at ameyer@ache.org, Monday through Friday, 8:00 a.m. to 5:00 p.m. Central time.

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