

# NAHSE NOTES

2019 SUMMER ISSUE



NATIONAL ASSOCIATION OF HEALTH SERVICES EXECUTIVES

## 34<sup>TH</sup> ANNUAL EDUCATIONAL CONFERENCE 24<sup>TH</sup> EVERETT V. FOX STUDENT CASE COMPETITION

OCTOBER 9-11, 2019  
WASHINGTON MARRIOTT WARDMAN PARK  
WASHINGTON, DC

***Healthcare For All:  
The Politics of the Promise***



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*The National Association of Health Services Executives newsletter, NAHSE Notes, includes information on the latest regulatory and legislative developments, as well as the quality-improvement and leadership trends that are influencing the hospital and health system field. Readers get in-depth reporting on the issues and challenges facing hospital and health system leaders. We make it our job to tell you about the great things the organization and chapters are doing to ensure the health of our community.*



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# PRESIDENT'S WELCOME

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Dear NAHSE Family,

I hope this note finds you and your loved ones doing well and enjoying the spring season. This time of year is marked by renewal all around us: nature is reborn, temperatures begin to rise, and we often feel a surge of energy and enthusiasm. The same is true for our organization as we look to build on the great start to 2019 we have already experienced.

As you will see throughout this issue, so many of our chapters have been hosting great events engaging members around change and innovation within healthcare, volunteerism and community service, and taking leadership to the next level. The National Office hosted a successful Board Meeting during ACHE Congress, as well the second edition of the Better Together Reception in conjunction with other minority healthcare organizations. Additionally, we held our Annual C-Suite Experience in May in sunny San Diego, California. A recap of that event is included in this issue.

Spring is also a time when we look ahead to the fall and our annual Educational Conference. Planning continues in earnest not just for the conference, taking place in Washington D.C., but also in September we will partner with the Congressional Black Caucus on events. Stepping up to work with our elected officials to influence healthcare in minority communities remains one of NAHSE's top priorities and we hope you'll join members from across the country in this important event. Stay tuned for more details.

It's no secret that in this business, change is constant. As an organization, we have members engaged in every possible level of change taking place in healthcare: policy development, technology innovation, payer strategy, consumer engagement, health system operations, and much more. I want to express both how proud I am of the contributions you each make to this field and my gratitude for the ways in which you use your talents and expertise to enrich our organization. We would not be who we are and do what we do without your dedication and service. Together, we are building something special, and I truly appreciate it.

Please take time to enjoy the content in this newsletter and I look forward to connecting with you at a NAHSE event in the future.

Sincerely,

Richelle Webb-Dixon,  
NAHSE President



Dear NAHSE,

Each of us has a unique story about how we first became involved with this beloved organization. However, we think it's safe to say there is one constant that, for nearly all of us, keeps us engaged and involved: friendship and the aura of family. Everything about NAHSE starts and ends with the people. Knowing that this is the bedrock of NAHSE, we invite you to share your personal stories of friendship with us for future issues. Who have you developed a close relationship with that you didn't know prior to joining NAHSE? In what ways has your life been impacted because of the friendships you have developed? How do you continue to sustain these relationships across time and geography? Send us your stories. Send us your pictures. We can't wait to share with the organization.

To kick things off with this issue, we'd like to share our own story of friendship. We were grad school classmates together at the University of Michigan and competed together during the 2016 Everett V. Fox Student Case Competition (Cachet can tell you more about how that all came together!). After winning the competition, we, along with fellow teammate Vaughn Williams, developed a strong bond of friendship that has carried through to today. We both remain active members of NAHSE since our first trip to the conference back in 2016 and stay connected regularly through text, video chat, and putting together this newsletter. Recently, we were able to spend time together in a unique way: in Cachet's adopted home of Abu Dhabi, UAE, and in neighboring Oman.

For many of us, the bonds of friendship and relationships aren't constrained by the fact that we may be separated by many miles and time zones. Our lives are enriched all the more because of the people we are privileged to share life with. Those who are long-time members will likely say the family they have in NAHSE is what they enjoy most. And those who are new to the organization will likely respond that family is what they look forward to the most. Let's never lose sight of how blessed we are as an organization to have each other and the truly limitless things we can do together.

Yours in Friendship & Service,

Cachet Colvard and Christian Balcer,  
NAHSE Notes Editors







34th Annual Educational Conference  
24th Everett V. Fox Student Case Competition  
**October 9th - 11th, 2019 | Washington, D.C.**

Healthcare for All: The Politics of the Promise



2019 Leadership Retreat  
**December 6th - 8th, 2019 | Atlanta, Georgia**



# MOMENTS IN NAHSE HISTORY



## NAHSE History Quiz

Do you want to attend the 2019 Fall Conference for FREE? Stay tuned for the next edition of NAHSE Notes for the chance to win a complimentary registration to the October conference in Washington DC. Until then, study up on your NAHSE History...your opportunity depends on it!

## Student Case Competition 20th Anniversary, 2015

Inaugurated at the 1996 Educational Conference, the Everett V. Fox Student Case Competition celebrated its 20th Anniversary during the 2015 Conference in New Orleans, Louisiana. The University of Michigan was awarded the 1st place prize, followed by The Ohio State University (2nd) and Trinity University (3rd). Since the inception of the competition, NAHSE has awarded more than \$400,000 in student awards.



Jennifer Dingle, Jonathan Waller, Linda Bi

## November 11th-12th, 1978

On November 11th and 12th, 1978, NAHSE held its second-ever retreat, themed, "Which Way is Up?" Funding from the Robert Woods Johnson Foundation had recently run out and the organization was in serious financial jeopardy. The retreat focused on strengthening chapters, collecting updated member information, and working toward financial sustainability.

## September 1987

As NAHSE was heading toward its 20th Anniversary in September, 1987, then-President Everard Rutledge notably asked this question in the fall edition of NAHSE Notes: "To join, or not join?" His message was ultimately one of challenge, to increase membership and expand services and accomplishment of NAHSE's traditional mission. To Rutledge, ***"To join" was the only possible answer.***



*"The NAHSE Case Competition is still to this day one of the most amazing professional experiences I've had. The fact that we were able to win is less important than the fact that we learned how to successfully work as a team to solve a complex business problem. I learned so much from Jennifer and Linda, and we still remain great friends to this day. Additionally, the friendships we forged with other competitors are still going strong; I believe everyone who competes is a better professional for it in the end."*

Jonathan Waller  
Consultant, The Chartis Group

# MARCH BOARD MEETING UPDATES

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Key updates from the NAHSE Board Meeting at ACHE Congress on March 3rd, 2019.

## **Please welcome Northeast Ohio and Virginia to the NAHSE Family!!**

Marian Scott, Chapter Development Chair, presented an update on Chapter Development including two new proposed chapters, Virginia and Northeast Ohio. A representative from each proposed chapter provided insight on proposed programs, membership, and partnerships. Samuel Pieh, II, representing the Virginia Chapter discussed partnerships with VCU, Riverside Healthcare and Hampton University as well as a potential slate of chapter officers. Brianna Clare, representing the Northeast Ohio Chapter, discussed the reinstatement of the chapter, a partnership with Cleveland Clinic, and approximately seven members in the chapter as of February 2019. Both chapters were approved by the Executive Committee.

## **Al Webb presented on the 2018 Year End Financials.**

Al Webb, Treasurer, provided an update to the Executive Committee on year end financials. There were significant expenses incurred from the 50th Anniversary Conference, especially given the conference saw 19% more attendees than anticipated. Although NAHSE experienced a profit margin for 2018, enhancements will be added to the organization's financials and budgeting process to help control costs.

## **NAHSE Data Directory**

Nicholette Bourgeois presented on NAHSE's new Data Directory, an online repository for NAHSE Documents, which is now Live. An email was sent in late February to National Co-chairs, Chapter Presidents and the Executive Committee with instructions on how to log on and upload documents. Stephanie Anderson, NAHSE Membership Coordinator, will serve as point of contact.

## **National Office Staffing Update**

As we position NAHSE for continued success, the National Office has selected Joy D. Calloway, MBA, MHSA to serve as the Interim Executive Director. Joy will be based in our Washington, D.C. office to lead strategies that ensure NAHSE is effectively organized and sustainable for years to come.

Joy has been a NAHSE member for more than 25 years, serving as President of the Detroit Chapter, National Mentorship Chair, National Strategic Planning Consultant, and most recently as an At-Large Board Member and the 50th Anniversary Conference Co-Chair. With an extensive career in healthcare leadership, Joy is admired for her ability to motivate others and create productive, mission driven and strategically-aligned workplaces.







"Straight talk makes a straight understanding."  
Percy Allen, II



"Don't allow someone else to make you stop believing in yourself."  
Dr. Patricia A. Maryland, Ascension



"Doctors and nurses have to have a voice at the highest levels [of your organization], particularly if you're a lay person and especially with the evolution into health systems and not just hospitals." Marvin O'Quinn, CommonSpirit Health



"A lot of people want to take my spot until they realize what it takes to play my position."  
Connie L. Lindsey, Northern Trust



"When I interview people I tell them, 'If we agree all the time, one of us isn't necessary.'  
Delvecchio Finley, Alameda Health System



"Very talented people have not survived [in organizations] because they haven't fully understood the organizational culture."  
Carolyn Caldwell, Dignity Health St. Mary Medical Center



"It's important to separate out diversity, equity, and inclusion because the charge for each is different and important."  
James Taylor, UPMC



"Consumers change the industry, and they make up our workforce too. So why are we not disrupting ourselves?"  
Charmaine Rochester, Penn Medicine



"Let God handle your haters. As you get to new levels, you'll meet new devils."  
Reverend Dr. Gwendolyn Elizabeth Boyd



## RECAP: 2019 C-SUITE LEADERSHIP EXPERIENCE

With a theme of Leadership Wake Up Call: Disrupting the Status Quo, more than 100 NAHSE members and healthcare leaders made their way to San Diego over the extended Memorial Holiday Weekend to participate in the C-Suite Leadership Experience. Attendees were treated to expertise from their industry peers on relevant and timely topics, engaging and thoughtful dialogue, and as always, many laughs, hugs, and tears. Innovation, diversity, burnout, M&A, organizational culture, personal development, and disruption were just some of the many areas that became the focus of conversation.

In sessions titled, "Disruptive Influence" and "A Step Ahead", panelists discussed the importance of not just innovation, but the necessity of transformation that comes with it. The need for smart investments in partnerships and diversified revenue streams came into play as panelists also mentioned the ongoing challenges with reimbursement. Said Ralph Donaldson, Jr, (WiseThink Health Solutions): "If you want to maximize your best partnerships, you have to ask, "How do we serve?"

Other sessions highlighted the ways executives can continue to grow and sustain themselves even after they have reached the top of their organization. Equally important is the work organizations are doing in the areas of diversity, equity, and inclusion to develop current and future leaders who are an invaluable part of the workforce. The ongoing challenges of quality, patient safety, and professional burnout were examined as workloads increase, budgets get tighter, and moral injury comes to the forefront.

In addition to the panel discussions, attendees also heard from three distinguished individuals during the lunch sessions and ecumenical service: Reverend Dr. Gwendolyn Elizabeth Boyd, Dr. Myron Rolle and Dawn Brown. While each has a biography and list of accomplishments too lengthy to include, the power of their personal stories, wisdom, and insatiable drive for change cannot go unmentioned. One of the many memorable takeaways came from Dr. Rolle who challenged the astute audience to, "make decisions based on the power you possess and your capacity to impact the least of these."

Many would agree that the highlight of the weekend was an oral history interview of Mr. Percy Allen, II, NAHSE Past President and retired healthcare CEO, hosted by Jennifer Campbell. Mr. Allen shared stories from his childhood growing up in New Orleans and his experience working as a draftsman at Chrysler in Detroit. Having dropped out of LSU to serve in the United States Air Force, Mr. Allen would later fulfill his late father's dream of having a child graduate from college when he received a degree from Oakland University and later, his Master's from Cornell. Mr. Allen gave his insights from the many transitions, both personal and professional, that he made during his career, including how he consistently put himself in position to succeed and influence others. During his time in executive leadership positions and still to this day, he is known as someone who is deeply personable, compassionate, and highly invested in developing the next generation of minority healthcare leaders. One theme that he returned to time and time again: the importance of doing what's right, no matter the circumstances. "What we do touches so many aspects of people's lives," he said. "That's why we have to do the right thing."

When all was said and done, attendees departed filled with invaluable insights to share upon return to their home organizations and the sense of rejuvenation, which is a hallmark of any NAHSE event. A special thanks goes to Jennifer Campbell, DrPH, and Mario Garner, Ed.D., among many others, for organizing this exceptional gathering.

# SPECIAL MENTION

## RECAP: 2019 EXECUTIVE WOMEN OF COLOR SUMMIT - THE LEVERAGE NETWORK

**Becoming: Growing. Evolving. Being.** The 4th Annual EWOC conference brought in over 100 attendees to San Diego, CA. The conference was kicked off in great fashion, starting with the one and only Patricia A. Maryland of Ascension. In the session "On Her Own Terms", Dr. Maryland discussed her past, present, and future and how she **became** who she is today. As one of the 100 Most Influential People in Healthcare, Dr. Maryland left the audience with a sense of self-confidence and resilience, ready to take charge.

The sessions "Getting on a Board: The People, Pathways, & Process" and "Making Your Net Work: Positioning for the Right Board Opportunity" discussed the steps needed to get on a board and how to be most effective in that charge. Moderator, Alfreda Bradley-Coar, and panelist, Lynn Crump-Caine, mentioned the importance of starting early and letting your intentions be known. By going to events with key mentors (who is on a board you would like to serve on), you get to know their network. So when the time comes, the board you want to join already knows you. Billy Dexter of Heidrick & Struggles tied it up with a discussion on how to make your network work for you. His key takeaways were: (1) network to give not to get and (2) build networks and join boards around your passions.

"Leaning in 4 Sisters: The Ugly Truth to Secure the Seat" was moderated by Minda Harts and included the following panelists: Rita Johnson-Mills, Nicole B. Thomas, FACHE, and Dr. Suzet M. McKinney. This session discussed the ugly truths that come with being a successful black woman America and how they have each been successful in bring their entire self to the workplace. Some of the key takeaways were:

- **Practice Your Comeback:** for when triggering situations happen. Nichole B. Thomas, FACHE, Baptist Medical Center South
- **Nose In & Fingers Out:** in reference to board leadership. Rita Johnson-Mills, RJ Mills Enterprises
- **Never Get Caught Doing Less.** Dr. Suzet M. McKinney, Illinois Medical District

**Becoming: Growing. Evolving. Being.** The 2019 EWOC Summit did not disappoint. All attendees, whether first time or not, woman or man, left with innovative ideas, new friends, and a revived sense of purpose. Thank you to Antionette Hardy-Waller as well as the organizers and sponsors of this event.

### Executive Women of Color Summit

"The EWOC Summit is a professional leadership and Board Governance conference designed to increase the representation of African American/Black women on boards and to enhance our leadership journey. We bring together some of the most dynamic, influential and successful women in healthcare and corporate America to share candid, authentic conversations and lessons learned with you. Come join us and build your resiliency capacity through renewed, energized, and supportive relationships."

To learn more about EWOC or The Leverage Network, please visit [here](#).





## EWOC





## The Evolving Role of Consumer Engagement in Value-Based Care

by: Carl McGowan, MBA, CHFP  
Regional Marketing Director  
UnitedHealthcare



2019 marked the fifth year in a row that at least one major think tank or publication listed health care consumerism as its top trend for the year. Everyone from politicians to entry-level employees is asking why we aren't there yet and what's taking so long. The truth is that consumer, payer, and provider-led initiatives intended to give individuals more say in—and accountability for—their health decisions have been around for decades. But with the concurrent ramp of value-based care and its enabling technology, the stars are finally aligning for a system with unprecedented individual health ownership, where the patient is the centerpiece, and all stakeholders are aligned and incentivized for delivering better health outcomes. Some obstacles still remain though.

What type of obstacles? Well, let's start at the beginning with the debate about using the phrase 'health care consumer,' which means different things to different stakeholders. The issue surfaced when Jeff Margolis, Chairman and CEO of Welltok, told Becker's Hospital Review in 2015 that "Patients receive care, while consumers make choices. Engaged patients adhere to or comply with a treatment regimen given to them by healthcare professionals, while engaged consumers are accountable for their overall health status and the costs of achieving that health status." That may be true, but a subsequent explosion of transparency and information has caused these 'engaged patients' to ask more questions before picking a doctor, choosing where to go for care, or pursuing a suggested treatment regimen. Rising cost burdens, recognition of quality and cost variation in care, and an abundance of accessible medical information and second opinion services are driving the transition to greater consumer engagement and individual accountability in healthcare services.

And the elephant in the room is the contradictory objectives of the American health care system and health industry. Nowhere else in society is such an essential service priced like a luxury service, and supplied by so many critical stakeholders (many of whom are for-profit or publicly owned and legally obligated to maximize profits or shareholder value), under the expectation that costs will decrease. The current system still largely rewards volume of services, and is dependent upon demand generation for sick patients. In reality, we don't have a health care system, we have a sick care system, where individuals may receive unnecessary services at inappropriate places of care.

Subsequently, much of today's consumer accountability stems from a backlash to the consistent rising costs associated with volume and price increases in health services over the last few decades. Payers and plan sponsors began to shift more of the cost of care to members and individuals, hoping it would lead to more responsible care decisions and shopping of care services. Unfortunately, although consumers have been paying a larger share of their health care costs, only a small portion are actually shopping for services, despite cost variations of 30-40% for the same tests or services in some places.

## The Evolving Role of Consumer Engagement in Value-Based Care (CONT)

Furthermore, many have responded to increased out of pocket costs by delaying needed and preventive care, increasing the risk of chronic illness or catastrophic events. Once ill, the individual's behavior often exacerbates their condition, further reducing treatment adherence, leading to more illness, acute care visits, and rising costs. This leads to a vicious cycle of placing more financial accountability on the members, often through punitive health benefit reduction, which leads to even less preventive care.

The good news for consumers is that payers and plan sponsors are transitioning from the stick approach—higher deductibles and lowered coverage options—to the carrot approach of incentivizing healthy habits and high-value care selection. The challenge now becomes providing customized incentives and deterrents that motivate consumers to become more frequently engaged and make better decisions about their health.

That has proven to be difficult. An Optum study last year pointed out that when faced with a health decision, consumers make a less than optimal choice 46% of the time, and over 70% of the following year's claims will be driven by the current year's low-cost claimants. Dr. Bob Morrow, President of the Houston Market for Blue Cross Blue Shield of Texas and a family physician, echoes the same point. "As a family physician I often told my patients that the most clinically and financially effective way to manage an illness was not to get one, or if you have one, to identify it early and engage in effective treatment. In the same way, I often tell our members and community groups that the best way for consumers to improve health and lower health care costs is to be good patients and smart shoppers."

That's where the physicians in value-based care models come in. Accenture found that more than three in four retail healthcare consumers say that the most important thing when receiving healthcare is help improving their health and wellness, and 65% need support and guidance after a major diagnosis or treatment. Primary care physicians are quarterbacks in accountable care models, ensuring patients are getting preventive care and early detection, making value-based and needed referrals, and are being compliant with treatment plans. Health systems are also critical partners, as digital and online technologies for scheduling and access to health records and prescriptions helps avoid adherence-based readmissions.

Insurers have also found that while price transparency has been helpful, it is only a part of the solution. Alongside those transparency tools must be decision support tools that assist with treatment paths and the entire episode of care, as well as personalized incentives that speak to the individual and that person's specific triggers. Examples of these include HSA dollars for taking 10,000 steps a day or sharing in cost savings for selecting in-network, higher-performing doctors. Meanwhile insurers and providers can have a huge impact on the health of their local populations by collaborating in areas such as culturally competent care, closure of care gaps, financial health literacy, and decision support.

It is important to remember that a consumer's commitment to a healthy lifestyle will be the most important factor in his or her health. In fact, 80% of a person's health is driven by social factors outside of a care facility. Ideally, with new tools and additional support and incentives from their care team and insurers, consumers will be fully empowered to achieve and maintain good health, which works out best for everyone.

**Carl McGowan, MBA, CHFP is President of the NAHSE Houston Chapter and a Regional Director for UnitedHealthcare.**

## Diversity and Leadership at Mayo Clinic in Florida

by: Darren Brownlee, Operations Administrator  
& Alexis Jackson, Operations Manager  
Mayo Clinic, Florida

**Shaping the Future: Diversity and Leadership at Mayo Clinic in Florida  
May 2019**

Administrative Leaders, Darren Brownlee and Alexis Jackson, share experiences about leadership and diversity at Mayo Clinic in Florida. To see more, check out the video testimonial: **[Shaping the Future: Diversity and Leadership at Mayo Clinic in Florida.](#)**

Full Interview Video: **[Click Here.](#)** Please find the full transcript **[Here.](#)**





Over the last year, NAHSE Golden State has been actively organizing and executing high profile events dedicated to the enrichment of minority leaders in the Bay Area and the community. Each event focuses on at least one of the three priorities of the National Office: Sustainability, Innovation, and Advocacy.



### **Sustainability**

Golden State has tackled sustainability in a few methods through focused attention on our value and collaboration with our local ACHE chapter. We have established a formal affiliation with CAHL, ACHE's northern California chapter. Through this affiliation we have benefitted by providing face-to-face credits for our events, when applicable. In addition we have created a pipeline for NAHSE members to participate in CAHL's leadership by establishing a liaison role. Past President, Debra Green-Oliphant, currently resides in this role in which she sits on both of our executive boards. Membership has been an area of focus for us as we reflect and try to best determine our value proposition to both our current membership and potential new ones. We recently had great success in hosting a "Learning from Leadership: with UCSF COO Sheila Antrum". This well attended event drew out new and familiar faces, as well as some of our C-suite members. Sheila graciously hosted us at her facility and had an honest and open conversation about her professional journey. This was the second of our "Learning from Leadership" series; we previously had the opportunity to be hosted by Alameda Health System's CEO Delvecchio Finley and COO, Luis Fonseca. Through the assistance of our Executive Advisory Board, we are looking forward to future opportunities with other distinguished leaders in the Bay Area.

**Innovation**

Our chapter prides itself in providing innovative content and platforms to our membership. Through great collaboration with the NAHSE SoCal chapter, we were able to jointly provide a paneled event focused on Healthcare Entrepreneurship. The panel featured entrepreneurs in both Silicon Valley and Silicon Beach to share their experiences in and observations of the ever-changing healthcare marketplace – from obtaining investor funding to the distinct challenges and key successes in navigating the market as they continue to disrupt the status quo. We each hosted panelists in our respective regions and hosted a video conference for a shared experience. We enjoyed this collaboration so much that we have decided to continue on with this platform for future events allowing for us to reach additional participants without the strain of travel limitations.

**Advocacy**

The main objective with this pillar is to generate an increased governmental presence for the chapter at local forums addressing healthcare matters. NAHSE Golden State understands that government policies have a significant impact on the accessibility and affordability of healthcare. The chapter is dedicated to further our engagement in this area. We are in the infancy stages of this effort but has recently established a public policy committee that will focus on identifying our local representatives and areas where we provide support. In preparation for this year's annual conference in Washington D.C., we are planning a public policy event in our state's capitol, Sacramento. During this event we plan to engage local politicians and to have a conversation on areas that we all should be informed on prior to Election Day. New member, Ernest Brown, will be leading this effort. NAHSE Golden State is energized to grow and develop our membership's advocacy skill set.





## ATLANTA

**Members in New Positions**

President/President-Elect: Angela Raphael

Treasurer: DeChino Duke

Program Committee: Evan Walker and Jarvis Gray

Membership Co-Chair: Lea Mason

Student Liaison Committee Co-Chair: Tari Owí

NAHSE Atlanta held its second Hot Topics in Healthcare event on Thursday, March 21st at Georgia State University. This year's topic was on Diversity and Inclusion: Leading and Leveraging. For this event NAHSE Atlanta returned to its roots having a former founding member of NAHSE Atlanta turned entrepreneur to sit on the panel along with other key executives in the industry. Panelists included: Matthew Harrison, PhD – Jackson Healthcare, VP Human Resources and Compensation; Yolanda Robles – CEO CulturaLink, and Etheline Desir – The Desir Group, Founder and President. This dynamic event was moderated by Duane Reynolds, MHA – President and CEO Institute for Diversity and Health Equity.

Each speaker brought a unique perspective regarding the benefits of having a diverse workforce and inclusive culture. The event was planned and successfully executed by Evan Walker (Programs Committee), Katina S. Smith (Communications Co-Chair), and Angela Raphael (President). With over 50 guests in attendance, the key take-aways were:

- Creating a culture of inclusion by having the organization's leadership and workforce reflect the community they serve.
- Tips on being conscious on framing our conversations to avoid using language that encompasses "microaggressions" and instead making sure our actions are supported by facts not assumptions.
- Learning about the four key elements that can enhance diversity in the C-suite: (1) competence, (2) executive presence, (3) forming strategic relationships, and (4) being politically savvy.



Matthew Harrison, Yolanda Robles,  
Duane Reynolds, Etheline Desir



Angela Raphael, Etheline Desir,  
Evan Walker, Katina S. Smith



The NAHSE Birmingham Regional Chapter (BRC) was founded in 1988 by a group of University of Alabama at Birmingham (UAB) Hospital executives and administrators. In 1995, the chapter hosted the 10th Annual NAHSE Education meeting and exhibition. The national meeting helped to attract members and raise chapter visibility. In the mid to late 2000s, membership declined due to the relocation of key chapter stakeholders and the chapter became inactive.

In the fall of 2017, under the direction of Dr. Foster Exposé, Jr, NAHSE BRC was re-established. On September 18, 2017, the Inaugural meeting was called to order. Under the leadership of its newly elected president and officers, the course for the Birmingham Regional Chapter was developed. At the January 2018 strategic planning retreat, President Exposé spearheaded the creation of the NAHSE BRC pillar model that serves as a means of connecting all members to the chapter's mission. The strategic plan of the organization was also developed for the next two years and committee functions were finalized. The officers worked together to define and approve the pillars, the heart of the chapter: (1) People – Recognizing and growing our greatest assets, (2) Professional Development – Cultivating the skills of all members to expand their capabilities, (3) Visionary – Engaging in a shared vision to support a healthier community, (4) Health Disparities – Partnering with healthcare providers to make a difference in community health and (5) Unbreakable – Building an everlasting foundation by employing our values. Unbreakable connects the chapter as a professional family in the pursuit of excellence.

On February 13, 2018, NAHSE BRC Officers attended the Birmingham City Council Meeting under the sponsorship of former City Councilor James Roberson, Jr. A presentation of NAHSE BRC was given to the Mayor and City Councilors which included the benefits of NAHSE to the greater Birmingham community. Since its re-establishment, NAHSE BRC officers and committees have been hard at work recruiting members, planning exciting innovative programs and keeping members informed about chapter events and other activities. As part of its' recruitment efforts, the chapter has attracted members from UAB Medicine, UAB Medical West, Encompass Health, Cooper Green Mercy Health Services, Princeton Baptist Medical System, Birmingham VA Medical Center, Huntsville Hospital Health System and DSS, Inc.



The first program offered was a panel discussion on “Colorism” which also served as a networking and recruitment event. The Professional Development Series (PDS) occurs quarterly. The topics presented so far have included (1) Building Your Career Plan, (2) Developing Your Executive Presence - Getting a Seat at the Table, (3) Lessons Learned Along my Journey and (4) Does Culture Matter in the Workplace? Healthcare executives have either served as panelists or presenters. Chapter members have grown professionally and personally by participating in the quarterly educational events.

In May 2018, training was conducted for committee chairmen and members. The training provided direction on their roles and responsibilities. Chapter officers serve as a liaison for the different committees. Members are encouraged to join a committee and become an active part of the chapter’s “Unbreakable” legacy.

On July 19, 2018 several members joined together for an informal community service event hosted by the Birmingham Summer Institute at Daniel Payne Middle School. Students were informed about careers in Law, Radiology, Nursing, and Engineering in relation to healthcare. The students were fascinated by the props and models used to explain the different aspects of each profession.

A Program and Education survey was conducted to identify which programs to offer and determine chapter priorities. The survey results were used for planning future events. Social media and technology have been vital in promoting the goals, ideals and programs of NAHSE BRC. The NAHSE BRC Newsletter, a quarterly informational resource to all members, serves as a medium to promote chapter participation and member connectivity. Each newsletter publication includes an article on Health Disparities and features one member.





The chapter partnered with the: Alabama Hospital Association, local chapter of ACHE, UAB Health System Office of Diversity, and assisted with sponsoring, planning and participating in the following educational events: (1) UAB Diversity and Inclusion Conference, (2) Fourth Annual Alabama Healthcare Summit and (3) Alabama Hospital Association Diversity Panel. The UAB Health System Office of Diversity and BRC partnered to create the Minority Male Mentoring Academy, the first to be offered by NAHSE BRC and UAB Health System Office of Diversity. NAHSE BRC is also excited about the collaboration with students in the Masters of Science Health Administration program at the UAB. This opportunity has allowed chapter members to serve as mentors and sponsors for students.

As a NAHSE family, chapter members toured the Birmingham Civil Rights Institute and had lunch after the tour. The chapter hosted two holiday party events and celebrated members' accomplishments. The chapter is once again serving Birmingham by increasing visibility through community service and addressing health disparities. The chapter is extremely proud of its accomplishments and grateful to the officers and members for their hard work and dedication.

*For more information about NAHSE BRC, please visit our social media outlets: Facebook – [nahsebhamrc](#), Twitter – [nahsebrc](#), and LinkedIn – [nahsebrc](#).*





## CONNECTICUT

The Connecticut Chapter kicked off 2019 with the goal to increase the chapter's visibility throughout the state by focusing on professional development, community engagement, and advocacy.

### Professional Development

The Connecticut Chapter began the year with a fireside chat on Unconscious Bias in the Workplace (pictured right). Collaborating with Yale African American Affinity Group of Yale University, NAHSE CT hosted a lively discussion on biases and microaggressions that many experience in their respective work settings. NAHSE CT President-Elect, Kwame Davenport, Diversity and Inclusion Consultant at Yale New Haven Health, served as the speaker, N. Chineye Anako and Dionte Lee of Lee & Best Development served as the event's moderators.

### Community Engagement

While the Connecticut Chapter works to enrich the professional experiences of its members, the chapter realizes the importance of making an impact in the community, especially future leaders. Members of the Executive Board spent the day mentoring high school students from across the state at the Annual HOSA Leadership Conference in Waterbury, CT for students interested in healthcare careers. The chapter hosted 3 sessions on professional development and choosing healthcare as a career. The board developed a creative way to mentor students with a "Walk & Talk with a Mentor" session where the mentoring took place on a walk, encouraging the students to get their steps in as the event took place during the American Public Health Association Billion Step Challenge.

In March, as an honor to Women's History Month, the Connecticut Chapter hosted its first Women's Empowerment Dinner at Beulah Heights First Pentecostal Church in New Haven, CT. The goal of this event was to celebrate the various women and children across the city who utilize the shelters and soup kitchens. The chapter received significant support from the community with over \$1,500 of food donated for the event.



Executive Board



Left to Right: Kwame Davenport, N. Chineye Anako, and Dionte Lee



## CONNECTICUT (CONT)

In addition to the generous food donations, volunteers such as local chefs, community advocates, social workers, health professionals, police officers, and faith leaders all played important roles to make the event a success and connect community members with available resources. The chapter is actively planning for the empowerment dinner to have an even greater impact next year.



### Advocacy

During Connecticut Hospital Day on March 26, Chapter President Fred Boateng and Parliamentarian Quian Callender met with state legislators to discuss the impact of health systems on the state's economy. This group also discussed the importance of diverse leadership teams within healthcare and the need for funding for social services to address social determinants of health. The Connecticut Chapter looks forward to meeting with local and state legislators to advance the mission of NAHSE.



New Haven, Connecticut Police officers distribute food in their district.

### Recent Events

The Stigma of Mental Illness in Boys and Men of Color  
Date: Wednesday May 29, 2019  
Time: 5:30- 8:00 p.m.

## DALLAS FORT-WORTH

The DFW Chapter of NAHSE held its 4th Annual Executive Speaker Series on Thursday, February 28th. Over 80 people came out to hear a very dynamic panel of speakers. NAHSE National President Richelle Webb-Dixon and Dallas Mayoral Candidate Albert Black closed out the evening as special guests.





## ST. LOUIS

On January 18th, we hosted our 5th Annual Leadership Symposium which featured a Men's and Women's Forum. Both groups discussed leadership and gender specific challenges faced within the work place. Mark Albert (Washington University School of Medicine), Steven Player (Barnes-Jewish Hospital), and Jason Ware (CareSTL Health) served as panelists for the Men's Forum. Dr. Kimberly Enard (St. Louis University), Deidre Griffith (Missouri Foundation for Health), and Angelleen Peters-Lewis, PhD, RN, (Barnes-Jewish Hospital) served as panelists for the Women's Forum.

On February 7th, we hosted our 1st Quarter General Body Meeting. This year we have incorporated a Speaker Series featuring prominent leaders within the local network. The chapter's Senior Advisor Council Member, Lathon Ferguson, Director of Diversity & Inclusion at Mercy Health, spoke about networking with a purpose and mentorship. His message emphasized how organic relationships nurture professional development because you surround yourself with individuals that care about your growth.

On March 14th, we held our Annual Kickoff Event. This serves as one of our key networking events. Angela Clabon, CEO of CareSTL Health, provided remarks. She emphasized the importance of developing a strong professional network and following your passion when pursuing opportunities.

On April 18th, we hosted our 4th Annual Administrative Fellowship Dinner. This event provided a networking opportunity for aspiring graduate students with current and former fellows as well as program preceptors. The event ended with a panel discussion featuring fellowship preceptors Rick Stanton (Washington University School of Medicine) and Sam Darweesh (St. Louis Children's Hospital).



5th Annual Leadership Symposium



Annual Kickoff Event



4th Annual Administrative Fellowship Dinner







## **BRANDON LUTEN, PARLIAMENTARIAN - ATLANTA**

Brandon Luten was promoted to Manager of Strategic Planning for Emory Healthcare (EHC) and the Woodruff Health Sciences Center (WHSC) of Emory University. Brandon has worked in the EHC/WHSC Strategic Planning Office since 2012 and was most recently a Senior Planning Associate. In his new role, Brandon manages various strategic planning activities across EHC and WHSC, including market analyses and facilitating the development of system-wide strategic and business plans across health sciences at Emory Healthcare.



## **N. CHINEYE ANAKO - CONNECTICUT**

N. Chineye Anako has been named Director of Community Health and Well Being for Trinity Health of New England. Chi joined Saint Francis Hospital and Medical Center in 2014 and served as the Health Equity Program Coordinator. After serving in this position for two years, she was promoted to Regional Health Equity Program Coordinator, overseeing the Language Services Program for all of Trinity Health of New England. Under her leadership, she led the Gender Identity and Sexual Orientation Initiative, which revised the patient demographic questions to be inclusive of all genders and sexual orientation on all hospital in-take forms and in the EPIC system throughout the Regional Health Ministry. Chi serves as the President-Elect for NAHSE CT.



## **SHERAE CAMPBELL - NORTHEAST OHIO**

Sherae Campbell is the President of the newly reestablished Northeast Ohio Chapter of NASHE. Sherar is the Founder of Pretty Diamonds Mentoring Inc., whose overall goal is helping young women make positive choices as they transition into womanhood.

She currently serves as the Controlled Substance Program Manager in Quality Management at the VA Northeast Ohio Healthcare System. She received the American College of Healthcare Executives, Federal Sector Regent-at-Large, Diversity and Inclusion Early Careerist Award in March 2019. The Regent-at-Large award for Individual Accomplishments in Diversity recognizes a member of ACHE that has applied leadership abilities and role to the furtherance of diversity in healthcare management. Sherar promotes diversity and inclusion through her mentorship of others, co-worker engagement, and development of new programs within the VA and ACHE.



## LESLIE HARDY - NORTHEAST OHIO

Leslie Hardy recently began her role as Program Manager in the Office of Diversity and Inclusion at Cleveland Clinic. She is responsible for partnering with internal and external stakeholders to promote workforce and professional staff diversity, education, and inclusion initiatives across the enterprise. Through strategic programming and partnerships, she works to advocate for and support a workforce that is reflective of the changing demographics of our country and the multi-national landscape to provide improved patient outcomes. Leslie serves on the NAHSE Northeast Ohio Board, the Board of Directors at Lorain County Health and Dentistry, and also serves on the Diversity Committee for the National Center for Healthcare Leadership.

## VICTORIA FRETTEY - ST. LOUIS

Victoria Fretty has transitioned from her role as the Administrative Fellow with St. Louis Children's Hospital to Academic Portfolio and Business Manager of Healthcare Innovation Lab for BJC HealthCare. Victoria currently serves as the Communications Chair for the St. Louis Chapter.



## CARMEL HANNAH - ST. LOUIS

Immediate-Past President Carmel Hannah transitioned from her role as Associate Administrator for Barnes-Jewish Hospital to the role of Program Director for the Strategy Deployment Program Management Office for BJC HealthCare.

## RHEANNA HENSON - ST. LOUIS

Rheanna Henson has transitioned from her role as the Strategy and Operations Intern to Strategic Planning Associate with BJC HealthCare.





### **LEROY LOVE - ST. LOUIS**

Leroy Love has transitioned from his role as Director of Performance Excellence at St. Louis Children's Hospital to Executive Director of Workforce Management with BJC HealthCare. He will retain his performance improvement duties at St. Louis Children's Hospital.

### **CALENCIA MITCHELL - ST. LOUIS**

Calencia Mitchell who was recently promoted to Manager of Portfolio Management and Access Strategy with BJC Healthcare's Center for Clinical Excellence.



### **BRIAN WASHINGTON - ST. LOUIS**

President of the NAHSE St. Louis Chapter, Brian Washington, has transitioned from the role of Strategic Planning Associate with BJC Healthcare to Manager of Planning and Partnerships with Generate Health.

### **KASHWAYNE WILLIAMS - ST. LOUIS**

Chapter Treasurer, Kashwayne Williams, was promoted from Division Administrator of Radiology to Director of Clinical Operations for the Department of Pediatrics for Washington University School of Medicine.







### **HERIMONE L. CHAPPELL, MD, FACP, FACHE - VA**

Dr. Herimone (Les) Chappell, FACP, FACHE, was selected as the Deputy Chief of Staff for the Salem VA Medical Center serving more than 78,000 eligible Veterans living in 26 counties and 13 independent cities of southwestern Virginia. In this role she is the number 2 physician at the medical center, responsible for clinical operations and management of services, under the leadership of the Chief of Staff. Dr. Chappell has been a staff physician, Lead Physician for PACT, Chief Medical Officer for the Corpus Christi Outpatient Clinic in VISN 17, and most recently the Medical Director and Associate Chief of Staff for the Kernersville HCC, as part of the Salisbury Health Care System. Dr. Chappell has over 28 years of experience in the practice of medicine, clinical operations and health care policy with a focus on health care management. She is a fellow in American College of Physicians, an ACHE Fellow, and serves the NAHSE Veterans Affairs chapter as the Career Development Committee Chair.



### **DECARLA GARDNER - VETERAN AFFAIRS**

DeCarla Gardner was selected as the Executive Assistant to the Deputy Network Director (DND) at the Mid-South Healthcare Network (VISN 9) in Nashville, TN. VISN 9 is an integrated healthcare delivery system comprised of five Joint Commissioned accredited medical centers and one Joint Commission accredited Healthcare System. The DND is responsible for all healthcare operations within the network of 266 counties, which is composed of 16 service lines. DeCarla currently serves as the President-Elect for the NAHSE Veteran Affairs Chapter.



### **EDWARD C. PAYTON, MHS - VETERAN AFFAIRS**

Edward C. Payton was selected as Deputy Chief of Medical Administration Service (MAS), at the Southeast Louisiana Veterans Health Care System (SLVHCS) in New Orleans, Louisiana. The Deputy Chief of MAS oversees one of the largest departments within the SLVHCS and reports directly to the Chief of MAS. SLVHCS is a 1B health care system servicing over 60,000 veterans with 2,780 employees in one main medical center and seven Community Based Outpatient Clinics. The MAS department currently has 341 employees of which Edward has operational responsibility for approximately 150 employees supporting Ambulatory Care and Processes, Access and Enrollment, Program Application Specialists, Veteran Experience Officers, and the Call Center.