

ACHE/WP Newsletter



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For organizations interested in learning more about the benefits of sponsoring ACHE/WP and the planned events for 2008, please send an email to info@westpa.ache.org.

WELCOME!

ACHE of Western Pennsylvania (ACHE/WP) is excited to bring you this newsletter. With this means of communication, we hope to keep ACHE membership informed of local chapter initiatives, events, and member highlights.

The key to a successful newsletter is making it useful to its readers. As you continue to receive this publication, please feel free to **provide feedback** about its contents – what's important to you, what you're missing, and how it can be improved.

Message from the Past President

Hopefully your 2008 has started off with a bang! It seems that Western Pennsylvania is experiencing a mild winter so far, and hope this kind of weather continues through the coming months. We are all looking forward to the sunny days of spring and of course, the annual ACHE National Congress, March 10th through March 13th. Schedule the time out now!

With ringing in the New Year, there are changes in healthcare in 2008, including the new DRG's and Stark III implementing, as well as a continued focus on quality and the payment for performance. The exciting change here at the ACHE of Western PA local chapter is the welcoming of our new president, Amy Richards. Amy is currently the Director of Business Planning Services at VHA Pennsylvania, where she assists members with strategic planning, marketing initiatives, and provides benchmarking data in a variety of areas. Amy has been involved in the chapter since the inception of the group over 5 years ago. Please join me in supporting Amy with this new post and I am confident that she will do great things during her term.

Even though I am leaving my post as President, I will continue to be an active member of the board of ACHE of Western PA and will keep the responsibilities of Past President. Thank you all for your help and support these past couple years. I have enjoyed my time and believe the best is yet to come.

Karen Hartman
Past President, ACHE of Western PA
President, Corazon, Inc.

Member Spotlight: Reneé Frazier

By Amy Richards, President, Western PA ACHE



Reneé Frazier
President, VHA Pennsylvania

In Reneé Frazier's sunny and warm corner office, framed inspirational prints about leadership and goals hang on the wall next to her awards and degrees, while family photos are displayed proudly on her desk. One can get an immediate sense of her ideals by taking in the variety of this display. The impressive list of her achievements as the Regional Senior Vice President and Executive Officer of VHA's Pennsylvania office is long, but when asked what she considers to be her greatest success, she immediately responds that she is most proud of the family she has created. Reneé and her husband Rick have a well-accomplished son and a 33-year marriage based on a strong partnership, balance of career and family, and letting the traditional husband and wife concept of roles go "out the door".

Born and raised in Baltimore, Maryland, Reneé credits her upbringing for a good part of who she is today. As a middle child in a multitude of six children, she had to be self-reliant and responsible – attributes critical to the success of a future executive. Later, the appeal to work in health care stemmed from the Baltimore community itself, in which hospitals like Johns Hopkins, Sinai Hospital, and the University of Maryland Medical Center were very important community assets and dominating structures, both literally and figuratively.

In addition to childhood influences, Reneé recognizes three people who have guided her and her career. Reneé's first supervisor was a professional woman – an inspiration not only because she was articulate, but also because she was poised and well-dressed. Also, a Vice President at a hospital where Reneé worked recognized the leadership skills that she did not yet see in herself and encouraged her to stretch her abilities and test her limits. And the CEO of Blue Cross/Shield of Maryland mentored Reneé on the importance of networking and building meaningful relationships. Together, these influences set the stage for her lifetime of success.

Reneé's list of accomplishments at the VHA hospital alliance is impressive. In her ten years with the Pennsylvania office, the regional revenue has grown from \$500 million to \$1.2 billion, and customer satisfaction has grown to be recognized in the top percentile of all of VHA's regions. Her innovative ideas regarding a Business Planning Services unit has helped the office become a respected resource for health care data analysis and benchmarking which provides direction for hospitals to identify and implement improvement. She looks forward to continuing her success in this position by creating an ever more unique VHA Pennsylvania with diverse revenue sources and growing bottom line.

Moreover, Reneé has a significant influence on the overall culture of VHA. VHA regional offices are demanding in that they require constant attention to serving its members in the most effective and timely way. This has the potential to make for a difficult place to work, but the Pennsylvania office is collegial and high-performing, a credit to Reneé's leadership and focus on work/life balance. From the beginning, she set forth a business culture of respect and fairness among her staff, such that employees experience the benefits of a friendly environment and devoted colleagues without feeling the obligations of a "family" and over-worked office.

Reneé is also proud to champion diversity in the company, not only as an African American woman executive, but also by being in a position to influence and inspire diversity in the company. While there are many women in today's workforce, Reneé recognizes that the gender balance in leadership is still lacking and she hopes to continue bringing more ethnic, gender, and generational diversity to the leadership table.

(continued on page 3)

Call for Committee Members

If you would like to get involved behind-the-scenes in ACHE/WP, several opportunities await! We are always in need of fresh minds to help enhance our offerings and make our local chapter more valuable to its membership. Currently, we have openings on the Membership & Marketing, Sponsorship, and Programming Committees. Please contact the following committee chairs with interest:

Membership & Marketing:

David Fuller (dfuller@corazoninc.com)

Programming:

Jeri Frizza (jerifrizza@comcast.net)

Nominating:

Karen Hartman (khartman@corazoninc.com)

Student Task Force:

Kaneen Allen (kaneen.allen@gmail.com)

ACHE Advancement:

Michelle Robertson

(michelle.robertson@hamot.org)

Sponsorship:

Janet Cipullo

(janet.cipullo@jeffersonregional.com)

Member Spotlight (continued)

Renee’s advice to health care executives is pertinent to both aspiring and seasoned health care executives. First, she recommends being flexible in terms of career vision, because you never know what opportunities will present themselves that will help you evolve. Be willing to pursue those opportunities while keeping in mind that health care is not only hospitals, but also suppliers, payers, associations, and foremost, patients and community.

Second, Renee emphasizes the importance of staying current and connected. Pay attention to what is going on. It is good for your day-to-day tasks and interactions, and it just may be the information you need in that pertinent networking conversation that could take you to the next level in your career or with a client.

Third, in today’s business environment, Renee feels strongly that you must be technology enabled. From her iPhone and Treo phone to her iPod, Renee enjoys being technically savvy. It helps in business by keeping in touch, staying current, and relating to the emerging work force.

Technology also brings a lot to Renee’s life outside of work. She admits she replaces her “gadgets” – mainly PDAs and cars – more often than anyone else she knows. She loves “to play with stuff.” She enjoys golfing, model trains, tennis when the opportunity comes, and she has the most elegant of ink pens and watches. A little known fact about Renee is that she used to play rhythm guitar in a band in the ‘70s! Wonder if her band’s music is on her iPod?

What is next for Renee? While she is “very clear” on retiring at age 62, she is the kind of woman who will “just roll with the punches” and enjoy her home in Memphis after retiring. In her very successful life, she has already met all of her personal and professional goals: a happy and healthy family, a CEO position, FACHE certification, and seats on for-profit boards. All of these things have given her the flexibility and choices enabling her growth and ability to give back to the family that helped to shape her success. After what will be a successful career, she will be ready to sit back and relax with those important people in her life.

Looking back on the wall behind her desk, Renee’s answer to “What is most important to you on this wall?” is telling. She pointed particularly to the Community Citation of Merit for her time on then Allegheny County Chief Executive Jim Roddy’s New Idea Factory, a task force on how to change Allegheny County for sustainability in the future. She believes that educational degrees and professional certifications are a given. They are what “get you into the game” and are not the most important. To Renee, it is what she has done and will do with these degrees and certifications, for both her personal life and her career, that is most fulfilling.

ACHE/WP wishes the best to Renee as she continues her success!

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Upcoming 2008 Event

The **ACHE/WP Program Committee**, under the leadership of Jeri Frizza, continues to strive for timely and useful programming for the chapter membership

In January, ACHE/WP co-sponsored another successful event with the western PA chapter of HIMMS. Now, for our **second event of the year** we are having the Director of Coding & Reimbursement for QHR join us to discuss the impact of the new MS DRGs and POA indicators on February 27th! This event will prove to be very informative and help us all prepare for the recent changes.

Please stay tuned and check our website for more details about this and other upcoming events!
<http://westpa.ache.org>

Remember, To register for an event just visit our chapter website at westpa.ache.org.

Regent’s Award Recognition



Karen L. Hartman
 Past President, ACHE/WP
 President, Corazon, Inc.

Karen L. Hartman, Past President of ACHE/WP, was honored with the 2007 ACHE Regent’s Award for her hard work and dedication. Karen has served as the President of our local chapter for the past two years and has been an ACHE/WP board member for the past five years.

The Healthcare Executive Regent’s Award evaluates ACHE affiliates on leadership ability and creative management, executive capability in developing their own organization and promoting its growth and stature in the community, contributions to the development of others in the healthcare profession, leadership in local, state, or provincial hospital and health association activities, participation in civic/community activities and projects and participation in ACHE activities and interest in assisting ACHE in achieving its objectives.

2007 Year in Review

By Richard A. Longo, FACHE, FACMPE

The ACHEWP in its quest to respond to member needs and concerns embarked upon a rigorous effort this past year by expanding and broadening its programming and educational efforts to various areas in the Western, PA area. Historically, most of the education programs that were conducted were presented within the geographic confines of the greater Pittsburgh metropolitan area. With the recent changes made to the Chapter structure with in the American College of Healthcare Executives (ACHE) a consolidation of the Pittsburgh, Erie and Johnstown areas occurred thus forming the newly revised ACHEWP chapter. This change both necessitated and required a broader and more strategic view/perspective regarding how best to provide educational and professional development

Given the feedback received from the membership along with the challenges posed by the new Chapter structure, the Program Committee set its sights on developing a geographically-based out reach program for its 2007 education programs. The goal was twofold: First to recognize the fact the organization was no longer "Pittsburgh based" and as such the need to be sensitive to the broadened areas of the membership. Second that there should be a fair and equitable opportunity for members to have an education programs within greater confines of where they worked and/or resided.

The first program of the year was conducted in conjunction with HIMMS and was held at the McKesson facility in Cranberry. The program focused on RHIO's and the notion of transparency in healthcare information. Well attended it was the first time a program was held in a non traditional healthcare setting and the tour that was provided added an even greater perspective on ancillary services play a significant role in direct patient care initiatives.

Erie and St Vincent Medical center served as the venue for the second program of the year on Six Sigma. The program focused on how Management at St. Vincent's both developed and implemented Lean Six Sigma principals in select operating areas. Attendees were able to learn practical approaches actually implemented along with the metrics used to measure/evaluate results. Feedback was very positive both on the program and the fact the program was held in Erie

Hospital and Medical Staff Relations proved to be an exciting and thought provoking presentation that was offered as the third program for the year. Also two it was the first attempt to offer a CAT CE program. The presentation focused on a panel discussion and included Tom White President, Jameson Regional Medical Center, Mark Rubino, M.D. President Medical Staff The Western PA Hospital, Peter Lund, M> D. President-Elect PA Medical Society and Michelle Robinson, FACHE, Vice President Hamot Physician Network. Jameson served as the host facility. The program focused on the challenges between hospitals and physicians given the multitude of changes occurring and various strategies/techniques used to better foster and develop these relationships.

The Shriners Hospital in Erie served as the host facility for the fourth program on Patient Safety. The focus of the program was on the Pa Patient Safety Authority and its role/responsibility in the area of Patient Safety. The attendees were able to gain a perspective on the Authority as well as its future plans. In addition, Shriners Hospital provided a tour of their facility which those who toured found very informative.

The programming year was capped off with a presentation on "Baldrige" by Joel Ettinger, Chairman and CEO of Category One. The program was hosted by Jefferson Regional Medical Center, in the South Hills of Pittsburgh. The focus of the program was on the criteria used and how measurement plays a key role in determining outcomes. The hospital also provided a tour of its facility.

The 2007 program year proved to be a great success not only from the type and caliber of the programs presented but the focus on geographic out reach as well. Feedback from the membership has been overwhelmingly positive and as a result attendance at the programs has increased by almost half. In addition, a sincere and heartfelt thank you is extended to all of the facilities who have graciously offered to serve as hosts for the programs. Their hospitality, provision of food/beverage (without cost) along with their support of the ACHE/WP has allowed the organization to present excellent programs at more than reasonable costs.

The 2008 program year will be even better. Playing off the successes from this past year, plans include extending the geographic outreach even further into the Western, PA blueprint: adding additional CAT I programs and possibly partnering with other neighboring ACHE Chapters in the Western, NY and Northeast Ohio areas. Also thought is being given to offering webinar based programs for those whose ability to travel might be restricted. So stay tuned for what will prove to be another exciting year.

2008 Change in Membership

Welcome to all of the new ACHE of Western Pennsylvania (ACHE/WP) members!

Starting January 1, 2008, all ACHE members in the western Pennsylvania geography will automatically become members of the local chapter, ACHE/WP. Do take advantage of this aspect of your national ACHE membership! As an organization dedicated to continuous learning, ACHE and ACHE/WP can help you to develop your network of healthcare contacts, expand your knowledge base through educational sessions, and work with other local healthcare executives in improving the health status of society by advancing excellence in healthcare management.

There will no longer be membership applications or fees. All ACHE affiliates in the western PA geography will automatically become part of the chapter.

Our membership now spans 26 counties and includes 425 members. What an incredible and diverse network!

Non-ACHE members (and thus, non ACHE/WP members) are still most welcome at our events! Please continue to be part of the health care executive network. If you would like to be added to our mailing list to be notified of future programs and events, please send an e-mail to info@westpa.ache.org.

2008 ACHE of Western Pennsylvania Board Members

Congratulations to the ACHE/WP Board Members for 2008! They include:

Amy Richards, President	Janet Cipullo, Vice President	Alice Pederson, Secretary	David Fuller, Treasurer
Karen Hartman, Past President	Kaneen Allen	Jeri Frizza	Richard Longo
Rosemary Nolan	Frederick Peterson	Michelle Robertson	Kathleen Sankovich
Christy Wenger	John Zaharoff		

ACHE National News

Don't Miss ACHE's Congress on Healthcare Leadership

Join us in Chicago for the Congress on Healthcare Leadership, as ACHE continues its tradition of providing an unparalleled professional development event. The March 10–13 program offers sessions on the hottest topics, access to the top leaders in the field and opportunities to meet and learn from colleagues—while offering cutting-edge information and innovative strategies to overcome your greatest managerial challenges. If you are looking for ways to improve quality, increase operational efficiency and strengthen physician relations, Congress is for you.

Congress will be held at the Hyatt Regency Chicago. Access the Congress brochure and online registration at ache.org. If you need to request a printed copy of the Congress brochure, contact the Division of Education at (312) 424-9300.

ACHE Executive Programs

In 2008, ACHE will offer two distinctive executive level programs. The Senior Executive Program was developed for the upper level executive who is poised to move to the Chief Operating Officer or Chief Executive Officer's role. It consists of three, two and one-half day sessions. The new Executive Program, consisting of three, two-day sessions was developed for the mid-level manager with aspirations of a position with broader management responsibilities and authority.

Both programs are designed to help healthcare leaders refine their knowledge, management competencies and leadership skills. Participants will have the opportunity to learn, share and grow together over the three sessions. Topics for both programs (with different emphases) include Appraisal of Personal Leadership, Patient Safety, Talent Development, Board Relationships, Measuring Financial Success, Physician Integration and Conflict Management.

The programs will be held in Chicago, San Diego and Orlando. For more information, contact Graham Phelps in the Division of Education at (312) 424-9300.

Changes to the Board of Governors Exam

Beginning with Congress 2008, the Board of Governors will consist of 250 multiple choice questions—200 scored and 50 pretest—and run for six hours. This particular Exam will be taken by pencil and paper. The computerized version of the Exam will begin August 2008. The current Exam consists of 170 questions. The increase in examination questions is the result of a job analysis survey conducted in 2007, which is distributed to a large sample of ACHE affiliates every 5 years.

A candidate's score is based on the number of scored questions on the Examination. The pretest questions do not affect a candidate's score. The purpose for the pretest questions is to evaluate each for potential use as scored questions on future examinations. These questions are placed throughout the Exam and cannot be identified. If you have any questions, please contact the Division of Membership at (312) 424-9400.