

CAHL NOW



fall 2018

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for leaders who care®

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A MESSAGE FROM OUR CHAPTER REGENT



ACHE Regent's Role

Regents are the elected representatives of ACHE members residing in a set geographic territory and are the primary liaison between ACHE, state and local ACHE Chapters, and healthcare associations in their jurisdiction. Regents are also the primary conduit for communications between ACHE higher education network student chapters (HEN) and ACHE. As the elected representatives of ACHE members, Regents serve as advisors within the ACHE governance structure to the Board of Governors.

Since 2004, ACHE has held dues steady, yet inflation has increased 36% during the same time period. At its June meeting, the ACHE Board approved a modest dues increase for 2019 to continue to expand our services while personalizing your experience with us. The dues increase will enable ACHE to continue to offer services based on member needs and a changing healthcare environment. I hope you will agree with me that you receive an incredible value for your dues including top-notch education and networking opportunities, access to the premier FACHE® credential, publications, career resources, and events through your local chapter. ACHE develops your leadership skills while giving you critical knowledge and the tools to succeed.

The 2019 dues increase affects International Associates (\$10 increase); Members tiered by tenure (\$10 increase for years 1-2; \$15 years 3-5; \$20 over 5 years); and Fellows (\$20 increase). The increase does not affect Students, Faculty, Life, or Retired members.

Also, I want to take this opportunity to again congratulate the following members for their ACHE Regent Awards. These awards were distributed last month at the CAHL Annual Meeting and Awards Ceremony held in Walnut Creek:

Early Careerist

David Bettencourt
Manager, Risk Systems Configuration
John Muir Health

Senior Executives

Patricia Blaisdall, FACHE
Vice President, Continuum of Care
California Hospital Association
Dale Kirby, FACHE
Regional Executive
American Hospital Association

In Gratitude (recognizing his upcoming retirement and commitment to CAHL and ACHE)

Art Sponseller
Chief Executive Officer
Hospital Council of Northern and Central California

Thank you for the opportunity to serve as your Regent and allowing me to comment on our ACHE dues in this message to you. I look forward to seeing you at the next CAHL event. Please refer to the CAHL website for our upcoming events!

Erick Berry, FACHE

ACHE Regent, Northern & Central California

A handwritten signature in black ink that reads "Erick Berry". The signature is fluid and cursive.

Erick Berry is the Support Services Administrator at Kaiser Permanente Sacramento Medical Center and a member of the Board of Directors for the Hospital Council of Northern and Central California. He has been with Kaiser Permanente for over 20 years and has served as the President of CAHL in the past. Erick will serve as the ACHE Regent until 2019.

A MESSAGE FROM OUR CHAPTER PRESIDENT



I hope this edition of the chapter newsletter find each of you well. Our thoughts go out to our colleagues who have been in the heart of California's wildfires this summer, supporting their communities in receiving the critical care they need in the most challenging of circumstances.

We recently wrapped up the summer with our chapter's Annual Meeting and Awards Ceremony in Walnut Creek. This ceremony is a nice pause to reflect on the impressive caliber of our members and the contributions they are making in their communities. In addition to honoring and celebrating our chapter's members, the board was pleased to videostream the day's events, which enabled our Central California members to participate in both the face-to-face educational program and award ceremony.

This quarter the conversation we are having is on lifelong learning. Lifelong learning is the "ongoing, voluntary, and self-motivated" pursuit of knowledge for either personal or professional reasons. John Coleman dives deeper into this topic in a recent *Harvard Business Review* article titled, "Lifelong Learning is Good for Your Health, Your Wallet, and Your Social Life." He notes that ongoing learning and skill development is essential to surviving economic and technological disruption. Being open and curious has profound personal and professional benefits. Those who dedicate themselves to learning and who exhibit curiosity are almost always happier and more

socially and professionally engaged than those who don't. Coleman states that the reasons to continue learning are many and that lifelong learning is not simply an economic imperative but has important social, emotional, and physical implications as well. We live in an age of abundant opportunity for learning and development. Capturing that opportunity while maintaining our curiosity and intellectual humility can be one of life's most rewarding pursuits. A special thank you to our wonderful volunteers and board members who continue to support our chapter's mission of advancing our members by providing world-class lifelong professional growth through our local educational programming, networking, and mentoring. As many of our chapter's members are pursuing fellowship, our Member Advancement Committee in July held a Board of Governors examination review course. If you are starting your fellowship journey, know that CAHL has a number of resources to support you. [To learn more, be sure to visit CAHL's website.](#)

I look forward to connecting with you at an upcoming CAHL event.

Toby Marsh, RN, FACHE
Chapter President

A handwritten signature in black ink, appearing to read "T. Marsh". The signature is fluid and cursive, written over a white background.

WHY WE CARE ABOUT LIFELONG LEARNING IN THE MILITARY

By Maj John DeCataldo, USAF, MSC, FACHE

If you are reading this article, thank you and congratulations for embracing the concept of being a lifelong learner. Lifelong learning is more than attending classes required for your job or going to a conference because your boss told you to. This is where the military, or at least the Air Force, misses the mark on lifelong learning. Lifelong learning is a mindset or a desire to become a more proficient and well-rounded professional by seeking a broad array of learning opportunities. Unlike traditional school, you must first accept responsibility for your education and truly want to become better. Lifelong learning is not the place to improve a specific task; instead, you are enhancing softer skills that improve your overall performance as opposed to repeating an action, like trying to beat your own score in a video game.

The military embraces lifelong learning concepts; however, it does so in a hierarchal and tactical way. After achieving a specific rank and number of years of service, you will go to a certain school. If you demonstrate the ability to comprehend more and work harder than your peers but lack the time

and rank, you will wait your turn to go to that school. This cycle can easily last two decades, but the rigidity and tactical nature of the education are not what being a lifelong learner is all about. The lifelong learner is the individual who works harder and has the ambition to improve along the way. Lifelong learning requires personal accountability on the part of the learner.

“Lifelong learning cannot be forced; it is driven by a willingness to better yourself and the system around you.”

After 12 years of school, everything else is pretty much up to you. Those in the military who excel at organizational change, strategic planning, and leadership are most likely the ones who embrace the lifelong learning concepts of taking ownership of their educations and understanding and embracing the reasons they want to learn. Lifelong learning is not a defined set of courses, and there is no one set path. Lifelong learners in the military are more successful because they survived the

mandated learning and still want to grow beyond the confines of the military structure. Everyone must evaluate his/her own needs, interests, experiences, and goals to define a learning path; all students must understand why they want to improve and how they want to do it.

We have also asked, “Why do I need to know how to do that?” Most likely, we all asked that question in an algebra class, but we are not in algebra anymore. We are here because we want to be here; we want to be better. Much like the military, high-school algebra class has the same pitfalls. You have to do this because it is required of everyone, and it is part of what you need to learn. Today, I can say I use algebra every day and will probably use my military experience in the future, too. That is not why I am a lifelong learner; I am a lifelong learner because success demands it.

The military does many things well, but it has its fair share of faults. Creating a culture where lifelong learning is encouraged outside of a rigid and structured setting is something the military does not do very well. Lifelong learning cannot be forced; it is driven by a willingness to better yourself and the system around you. By embracing this concept, you are able to be a better mentor and leader. Lifelong learning is not about winning or simply passing the class – it is about the desire to improve.



TRANSFORMING HOW AND WHAT IS COMMUNICATED TO DRIVE CHANGE IN SURGICAL SERVICES

By Jessica Gruendler, DNP, MSN, RN-BC, CPHQ

Healthcare organizations are under pressure to reduce costs and improve outcomes. Revenue and outcome metrics are driven by surgical services and must be discussed with a communication style that respects the perspective of both surgeons and leadership. As a professional with 40 years of healthcare experience, I can attest to the fact that mastering the art of communication is a lifelong learning endeavor.

As a young surgical technologist, I listened for direction. As a staff nurse, direct communication was necessary to provide the safest environment for patient care. As a director of both Surgical Services and Quality & Risk Management, I felt that a blunt and straightforward communication style was important to deliver information and receive input to facilitate improvements. I came to realize, however, that my directness did not foster the culture of collaboration needed to affect change and actually discouraged other team members from participating. As part of my lifelong learning, I found through my experiences with Toastmasters International that a supportive communication style influences collaboration through active listening and anticipating the needs of others.

How: The *Merriam-Webster* definition of the word “listen” is to hear something with thoughtful attention, to give consideration. This is the *how*. In the healthcare setting, transforming a direct communication style to a supportive one engages all participants as members of a team to assess, recommend, and deliver the best care based on evidence.

“Healthcare organizations can significantly reduce costs and improve outcomes by reducing variation in surgical services”

What: Utilizing data to drive change is challenging for hospital leaders. To be influential, data must be accurate, specific to each procedure, and presented by a credible expert familiar with the specialty. These factors support collaborative communication to achieve mutual goals. Current formats for presenting procedural data are limited by broad naming conventions such as DRG (diagnosis related group) and ICD-10 codes.

This reporting methodology does not take into consideration the aspects of a surgical procedure that add time and supplies – or even complications – thus leading surgeons to doubt the accuracy of the data and their ability to act on it. Empiric Health’s rules-driven technology provides data from surgical procedures to produce reliable comparisons that will drive change in costs and outcomes. We break clinical data down into unique cohorts that account for patient type, surgical technique, and other mitigating factors to make a true “apples to apples” comparison for reviewing clinical variation.

Empiric Health’s technology platform makes complex reporting simple, using intuitive charts, graphs, and pertinent details that nurses, surgeons, and administrators can all easily and quickly digest – making conversations productive and recommendations easily actionable.

Our experienced team of Empiricists – made up of former operating room nurses and healthcare operations executives – engage directly with clinical care teams. The Empiric team brings unique and actionable insights that help drive not only better surgical outcomes, but foster culture changes that streamline the way healthcare is managed and delivered.

As organizations choose a supportive communication style in managing change, they will see surgeon engagement increase as solutions to reducing costs and improving outcomes are discussed and evaluated. Empiric Health utilizes experienced operating room nurses to present data,

identify areas of opportunity, and focus on positive change that benefits both the surgeons and the organization.

Healthcare organizations can significantly reduce costs and improve outcomes by reducing variation in surgical services. Adopting a supportive communication strategy and procedure-specific data will help bridge the improvement gap that currently exists in surgical specialties.

WINNING AT THE GAME OF SALARY NEGOTIATIONS

By: Robyn Hodge

Although salary negotiations can be the most challenging and awkward stage in the process of a job search, recent changes to California law have tipped the salary negotiation process in favor of you, the candidate. This aside, salary negotiations still require deliberate conversations between employers and candidates. With some preparation and the right information, you can better navigate this process.

Factors Influencing Salaries

When setting salary ranges and offers for candidates, employers rely on an array of factors to inform their decisions. Employers may purchase market data on salary information for relevant positions in the local area or they may conduct their own informal research based on public information, such as job advertisements or local reports. When developing an offer, the most common factors that employers consider are:

Qualifications

These relate to the education and experience requirements of the position in comparison to what the candidate brings. Doing a brief comparison between your skills and the advertised requirements can provide you with additional negotiating room.



Internal Equity

This compares the salaries of the colleagues, leaders, and subordinates who interact with the position.

“Understanding the factors that employers consider will enable you to better position your salary request at the time of negotiation.”

Maintaining or correcting internal equity issues can influence the salary range an employer sets for a position. You may not be able to get access to

this detailed information, but it is an important tool that employers use in their decision-making.

Market Factors

These are driven by competitors and partner organizations and can affect an employer’s ability to recruit a position. Whether you have a very rare skill or are one of many with the skill in the immediate area, market factors can heavily influence a salary.

Location

This is one factor that leads to substantial differences in salary potential. If you work in the heart of San Francisco, you are likely to receive a higher salary due to the relative cost of living and the heavy competition for talent. If you work in Sacramento, you

may find salaries a bit lower due to the cost of living and somewhat reduced competition for talent.

California has passed legislation banning employers from inquiring about a candidate's salary history. (See California law AB 168.) This law prohibits employers from inquiring about current or past salary history, including benefits. This law also requires employers to provide salary range information to candidates who ask for it, further supporting candidates in making informed decisions. This law intends to close the income gap between men and women by offering a competitive wage without regard to current or prior salaries.

Understanding the factors that employers consider will enable you to better position your salary request at the time of negotiation.

The Negotiation Process

You have just finished your second (and final!) round of interviews for your dream job. The company recruiter calls you and says, "We are very interested in you! In order to help us present you with the best offer, it would be helpful to understand your salary expectations." This question is an important one and not to be taken too lightly (or too seriously). It is much easier to answer when you understand the salary range and total compensation package that is offered.

"I'm glad you asked. It would be helpful to get a better picture of the total compensation package before I commit to a desired salary. Would you be able to share the salary range and benefit package that your company offers?"

Once you have reviewed the information and have a sense of your desired salary, consider whether your requirements are low or high in the range. If the new role is a promotion or new area of work for you, you may have expectations that are lower in the range. If you are experienced or have a niche skill set, you may be higher in the range.

Prepare to support your salary request based on the factors we just discussed. Here are some sample responses that can ease the negotiation process:

"Thank you for the offer of \$95,000. I've reviewed your total compensation package and must say that your paid time off and retirement benefits are quite impressive. I am excited to improve the quality metrics that we discussed during my interview and know that with my years of experience and advanced education, I would be able to deliver on this quickly. I believe a salary of \$105,000 would be fair compensation, and I would be thrilled to accept at this rate."

In some cases, the dollar amount that you are offered may not be ideal, but the paid time off, medical and retirement benefits, or flexible work schedule can more than compensate for a lower salary. You should make your decision factoring in all aspects of the offer.

"I've given a lot of thought to this and am very excited by the prospect of joining your company. I reviewed the compensation for the position, and noticed that my expectations are a bit over the range for this role. Can you tell me whether there's an opportunity for further negotiation or additional benefits that could offset this difference?"

Do not be discouraged if the dialogue and information exchange continues and your offer takes time to finalize. When you have reached the offer negotiation stages, the employer is interested in you joining the company and should be open to discussions with you. This is your time to advocate for yourself and secure a suitable offer. Employers may not be able to change or modify all aspects of their compensation, as internal equity or financial considerations can take precedence. No matter the outcome of your negotiations, you should feel a sense of accomplishment! These discussions can be extremely challenging, so be proud that you have represented your interests well.

CHECK OUT OUR NEW WEBSITE



CAHL EVENTS

CAHL ANNUAL MEETING AND AWARDS, AUGUST 15TH



