

CAHL NOW



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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 (HENS) and ACHE. As the elected representatives of ACHE members, Regents serve as advisors within the ACHE governance structure to the Board of Governors.

Thank you for this opportunity to share this message as part of the California Association of Healthcare Leaders (CAHL) Fall 2020 newsletter. First and foremost, welcome to all of our newest members, hello again to our continuing members, and congratulations to those who have recently advanced to, and recertified, their Fellow status!

With the virtual 2020 CAHL Annual Meeting and Awards Ceremony as the backdrop, I was privileged to see more than 130 of our members attend on September 24. The event's keynote speaker was Carrie Owen-Plietz, FACHE, current ACHE Chair-Elect and Regional President of Kaiser Permanente Northern California. Many inspiring and admirable characteristics of CAHL, ACHE, and our members were on display during the event, themed around "Healthcare Heroes": dedication to Diversity and Inclusion, commitment to professional development in one's self and others, mutual admiration and respect for our peers, and service to our communities. Of all these, one particular trait truly stood out as a driver for all the other: that of lifelong learning.

Chairman-Elect Owen-Plietz highlighted the importance of this during her thoughtful and impassioned keynote speech (which can be found here) and relayed how an intentional

focus to continue to learn can be the catalyst to effect the changes we wish to see in ourselves, others, our organizations, and the communities we serve. This focus was also a key quality highlighted as a distinguishing factor in selecting the 2020 Regent's Award Winners. In addition to modeling exceptional leadership during this difficult 2020 with Covid-19 responses and the racial inequities & unrest highlighted by continued killings of black lives, the award recipients also modeled ACHE's Code of Ethics, demonstrated and advocated for Diversity, Equity, and Inclusion, innovative and creative management, participated in civic, community, hospital and health association leadership activities, contributed to the development of others, and demonstrated an unwavering commitment for continuous learning and truly embodying the commitment we wish to see in others. Thank you to the 2020 Regent's Advisory Council for reviewing this year's nominees and selecting the award recipients.

With "lifelong learning" as a key focus for ACHE, the Fund for Healthcare Leadership was established by ACHE in 2006 to bring innovation to the forefront of healthcare leadership. Since then, the Fund has worked to strengthen the field of healthcare leadership through educational programs and scholarships,

PLEASE JOIN ME IN CONGRATULATING:

Early Careerist Healthcare Executive Award Recipients

- Sachin Gangupantula, Valley Diabetes and Obesity
- Vaughn Williams, Sutter Medical Foundation

Senior Careerist Healthcare Executive Award Recipients

- Philip D. Chuang, FACHE, Kaiser Permanente Northern California
- Kelly B. Flannery, FACHE, Veterans Affairs Sierra Pacific Network
- Sylvia Lozano, FACHE, Alameda Health System

such as the Executive and Senior Executive Programs.

Without the generous support of our members to invest in the lifelong learning and development of our peers, the Fund would not be able to provide these resources. This Fund, as well as the variety of other educational programming across ACHE and locally within CAHL, assists members with meeting the educational requirements for becoming a Fellow of the American College of Healthcare Executives (FACHE). I encourage our members to contribute to this fund, as well as continue to work toward achieving this credential – and for those who already have achieved it to retain it via ongoing education and learning. Please include your FACHE credential designation in all your communications to colleagues, media mentions, and your organization's website as another method to demonstrate your commitment to the healthcare profession. If there are session topics

you would like to propose or are willing to host a virtual event – please contact me.

Further, the lifelong learning is always a two way communication: a learning moment for one, is also a teaching moment for another. Thus, I continue to encourage you to engage in opportunities and teaching moments, whether it be providing an informational interview with an early careerist or student, hosting a job shadow day, or chatting with a peer about professional and personal development opportunities. These opportunities for lifelong learning - and lifelong teaching - truly allow us the privilege of continually improving ourselves, our organization, and our profession.

Finally, I encourage all our members to catch up on all the episodes of the Healthcare Executive podcast, which are available here online. Ranging from 18 to 25 minutes, these episodes offer incredibly deep and thoughtful

insights, tips, and learnings from healthcare leaders across the country. Profound, passionate, and pertinent, these conversations will leave you inspired and provide an even greater appreciation for the work we all perform.

Thank you for the opportunity to offer this note on lifelong learning to you this quarter, and another heartfelt congratulations and appreciation to all of our 2020 ACHE & CAHL award recipients! Whether related to lifelong learning or any other topic, I want to hear from you so I can better serve as an advocate for the membership and CAHL Chapter. Please do not hesitate to reach out to me at bsangha@alamedahealthsystem.org with thoughts, suggestions, challenges, and insights. I'm looking forward to seeing you at the next CAHL event. Please refer to the CAHL website here to register for the next event!

With Gratitude,



Baljeet S. Sangha, MPH, FACHE
Vice President, Support Services
Administration, Alameda Health System

A MESSAGE FROM OUR CHAPTER PRESIDENT



The Pandemic as a Catalyst for Lifelong Learning

Global disruption in business infrastructure and delivery was thrown into the spotlight as a result of the COVID-19 pandemic. With widespread shelter-in-place orders, a new way of work-life integration had to emerge to offset the collapsing economy. The impact to healthcare both from a ramp-up in disaster plan execution and a wind-down in terms of revenue-generating elective procedures and routine appointments created incongruence not easily overcome.

Step up disruption in healthcare. Much needed change was finally able to take center stage in the federal theatre; Telehealth, AI, delivery care models, rapid testing, rapid tests of change. Nothing was new per se, but what was new was the widespread acceptance of what could be: openness to commerce in healthcare as an intersection of a new way of thinking and the old tried and true. Movement to self care and wellness as essential to existence moved from being a novel notion to widely adopted and deemed necessary.

Step up creativity. All of a sudden, we were thrown into a new way of thinking,

living and learning. Or were we? Some would argue that we had been preparing for this shift for some time – that the technology, ideals, and ingenuity were on the verge of emerging but needed the urgency of change to catapult us out of complacency. The way we've always done things no longer took up space in the global conference room. The way we have always done things was the certain path to dissolution.

“Hard work equates to lifelong learning by continuously seeking knowledge, staying on the forefront of innovation and applying life experience to new ways of thinking and doing.”

Step in lifelong learning as the mechanism for capitalizing on opportunity. Forward progress, and some would argue success, is hard work plus opportunity. Hard work equates to lifelong learning. Continuously seeking knowledge, staying on the forefront of innovation and applying life experience to new ways of thinking and doing. Lifelong learning is the key to opening

the doors of tomorrow and as one would have it, today. Be prepared to strike when the opportunity presents itself; this can only happen if each day is spent pushing the boundaries of what we know to that of what is possible.

It is our mission at CAHL to create meaningful and relevant learning opportunities. As a result of the pandemic, we pivoted away from face-to-face events (even on the eve of our inaugural 2-day CAHL Congress), to virtual education and networking as a mechanism to provide community, strategy and sharing of emerging best practices. We are lifelong learners and we are committed to creating a foundation from which healthcare leaders of tomorrow can build the jets that will propel them through the opening doors of opportunity. Let's take hold of this disruption and use our lifelong learning to create healthcare for the future, today.

Be Safe. Be Well,



Kim Brown-Sims, MBA, RN, FACHE
Chief Executive Officer, KBS Leadership Consulting
Chapter President

**VISIT
US
ONLINE**



EMERGING MODELS OF LIFELONG LEARNING IN THE MILITARY

By Lt Col Nathan Kellett, USAF

Academic journals in an array of disciplines are replete with studies lauding the benefits of lifelong learning. In today's military, the servicemember's mind is equated to a weapon system and requires continual development to adapt to complex, dynamic, and multivariate environments in the application of national security strategy. To evolve employee's professional aptitudes and leadership skills, the Department of Defense (DoD) requires, promotes, and finances continuing educational activities throughout the career continuum. These opportunities range in scope from formal courses within the DoD to experiential fellowships and tuition reimbursement for formal academic degrees at private institutions. Yet, simply promoting life-long learning institutionally is insufficient. It demands individual commitment and feedback to improve individual self-awareness, adaptability, and commitment to learning.

Like any organization, the DoD attempts to anticipate operational situations and conditions by tailoring resources and requirements to meet objectives. To achieve this, the DoD's Service Talent Management Programs predict predetermined sets of leadership skills and characteristics to develop the future force. Unfortunately, predicting the future is often difficult at best, especially when tied to formal programs and experiential assignments alone. The Services recognize this and are re-tooling their pedagogical processes to ensure servicemembers understand the responsibility for development belongs with them. Furthermore, to promote life-long learning and the development of cognitive abilities and adaptive capacity as a journey rather than an episode, the Services are expanding mentorship and coaching through formal and informal programs pairing members to senior leaders to increase self-awareness and

“Unfortunately, predicting the future is often difficult at best, especially when tied to formal programs and experiential assignments alone.”

enhance a member’s commitment to learning.

As a product of this DoD cultural shift, my life-long learning journey has been immensely rewarding. Transferring into healthcare and the military from law was a significant professional experience. Yet, being paired to a senior leader upon my first assignment, and subsequently thereafter, proved instrumental to my professional and personal development. Specifically, I learned the power and necessity of agility in leadership (defined as the ability to learn new skills quickly

and to be able to adapt on the fly depending upon the context and environmental constraints). Most importantly, I learned the characteristics of being a life-long learner: 1) having an adaptive cognitive capacity to process and translate information, 2) solving problems with a learning mindset, 3) appreciating the art of communication, 4) being empathetic to others, and 5) being insatiably curious.

The capacity to learn is the catalyst to obtaining an effective advantage and necessary to adapt in today’s Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment. Organizations must shift away from models that control assets to monitoring and influencing adaptive ecosystems and human resources. This will require organizational leaders to invest in educational as well as feedback and mentorship programs to promote and prioritize learning processes so that employees are equipped to handle critical situations productively.



LIFELONG LEARNING

By Kwamane Liddell



Over the next decade, the healthcare ecosystem will need leaders to be more dynamic than ever; patients can already visit their local Walmart stores for x-rays and labs, insurance providers are bolstering low-cost infrastructures, and virtual technology allows doctors to perform complex procedures from miles away. The only way for leaders and health systems to remain competitive is to learn the most efficient ways to provide high-quality care and continuously adapt to new technologies and best practices. From a personal perspective, I experienced a non-traditional educational journey, but as health systems face new challenges, my commitment to education has catalyzed my desire for further growth and professional development.

When I was 19 years old, I dropped out of college and applied for a position in environmental services at a healthcare facility. Initially, I thought it would just be a summer job, but the experience changed my life. The medical center had schools for every healthcare role that I could imagine, and I was amazed by the energy that radiated throughout the building. Every day at lunch, I stood outside of the cafeteria and asked to interview anyone willing to sit with me. I met therapists, doctors, pharmacists, and many other roles, but I was intrigued by the versatility that a nursing career could offer. Soon after, I returned to Southern Illinois University and earned a Bachelor of Science in Nursing.

Early in my nursing career, I became a trauma nurse and traveled to health systems across the country. That experience allowed me to learn operations in healthcare systems across a spectrum ranging from prestigious and profitable systems to

safety net systems with far fewer resources. I will appreciate that experience forever because my last two nursing engagements changed my life.

The first assignment was at an emergency department at a hospital that primarily served a middle-class patient population. As a trauma nurse, I had all the resources that I needed to provide high-quality care. Soon after, I took an assignment only a few miles away in a hospital that primarily served vulnerable, low-income populations. There was a substantial difference in available resources to care for those patients, but I felt helpless as a bedside nurse. That experience inspired me to pursue a healthcare leadership position to ensure that high-quality care was available to even the most vulnerable populations.

Before I selected a graduate degree or program, I interviewed dozens of leaders to hear about their educational experiences. I ultimately chose Saint Louis University's top-ranked Juris Doctor and Master of Health Administration Programs (JD/MHA) because healthcare leaders of the future need to have an acute understanding of value-based contracting and innovative business strategies. My professional and educational experiences have been incredible and formed my vision for DispatchCare.org, a digital platform I created, that reads electronic medical records and helps patients order food, equipment, and medical supplies that align with their medical plans.

I hope my experiences and my story inspire others to be courageous in their journeys to pursue their life's passions and hopefully reshape healthcare for generations to come.

A TEACHABLE HEART

By Priscilla Knolle

A critical and key characteristic found within leaders that is both transformative and life-altering is the embodiment of a teachable heart. A teachable heart, in its simplistic form, is a person's posture of openness and responsiveness to their external environment. It's their true north, and acts as an internal compass, providing direction for where they want to go and a pathway for the life they want to live.¹ More importantly, a teachable heart forms the bedrock of lifelong learning that continually unlocks and maximizes potential.

In his book, *Strategic Concepts That Clarify a Focused Life*, Dr. J. Robert Clinton, challenges us to begin with the end in mind.² He asks us to discover more of the potential that is developing in us, to seize ideas for acting on these discoveries, and to explore the opportunity to move towards more of a satisfying and fulfilling life.³ Stephen Covey, in his book, *7 Habits of Highly Effective People*, writes, "If your ladder is not leaning against the right wall, every step you take gets you to the wrong place faster."⁴ He asks us to envision in our minds what we cannot at present see with our eyes. The physical creation follows the mental, just as a building

"The great battles, the battles that decide our destiny and the destiny of generations yet unborn, are not fought on public platforms, but in the lonely hours of the night and in moments of agony"

— SAMUEL LOGAN BRENGLE

follows a blueprint.

In this essay, I will present three case studies on how lifelong learning through the lens of a teachable heart led people to lead not only fulfilled lives but also to transform the lives of others as leaders.

Samuel Logan Brengle (1860-1936), Commissioner of the Salvation Army, author, and a preacher is a study of the way up is first down. Born to pioneer parents in Fredericksburg, Indiana, his father left to serve in the civil war when Samuel was just two years old and died soon after his return from war.



His mother soon remarried; however, Samuel's stepfather was a restless man who failed at all his ventures. With all their household goods in a wagon, the stepfather moved the family to Harrisonville, 80 miles away.

Clarence Hall, Brengle's biographer writes that during the journey, Samuel's mother read a bedtime story to him of the biblical Abraham going into another land, to an unknown place. This was intended to make this move easier and to offer comfort to the child.

She read, "Look now toward heaven and tell the stars, if thou be able to number them; and He said unto him, So shall thy seed be." How could that be, wondered Samuel? Like the stars?⁵

At the age of eight, this was a pivotal moment for Samuel, of responsiveness at a time of deep distress that created a True North for the young boy.

Through significant barriers he faced in life such as debts, no sponsorships, and his beloved wife's death, Brengle gave into "no thought saying, 'What shall we eat?' or 'What shall we drink of?' or 'Wherewithal shall we be clothed?'" and kept his eyes on where he was led to go, with his dedicated understanding that if God could care for Israelites in a desert land, he would surely supply all his needs in rich New England?⁶ Brengle dramatically influenced the theology of the Salvation Army.

We are familiar with the Salvation

Army today for its service to the poor, the hungry, and the needy through charity shops, shelters for the homeless, disaster relief, and humanitarian aid. Such work continues because of leaders like Samuel Brengle, who, through

"A good follower is enthusiastic, teachable, and takes pride in their work. A star follower eventually makes a great leader"

— ELLIE KAMKAR



his own walk in the desert, responded and learned from these experiences and helped others in their journey through the desert. Brengle's extensive contribution to the world's marginalized was propelled by his core belief that "lost time is lost eternity."

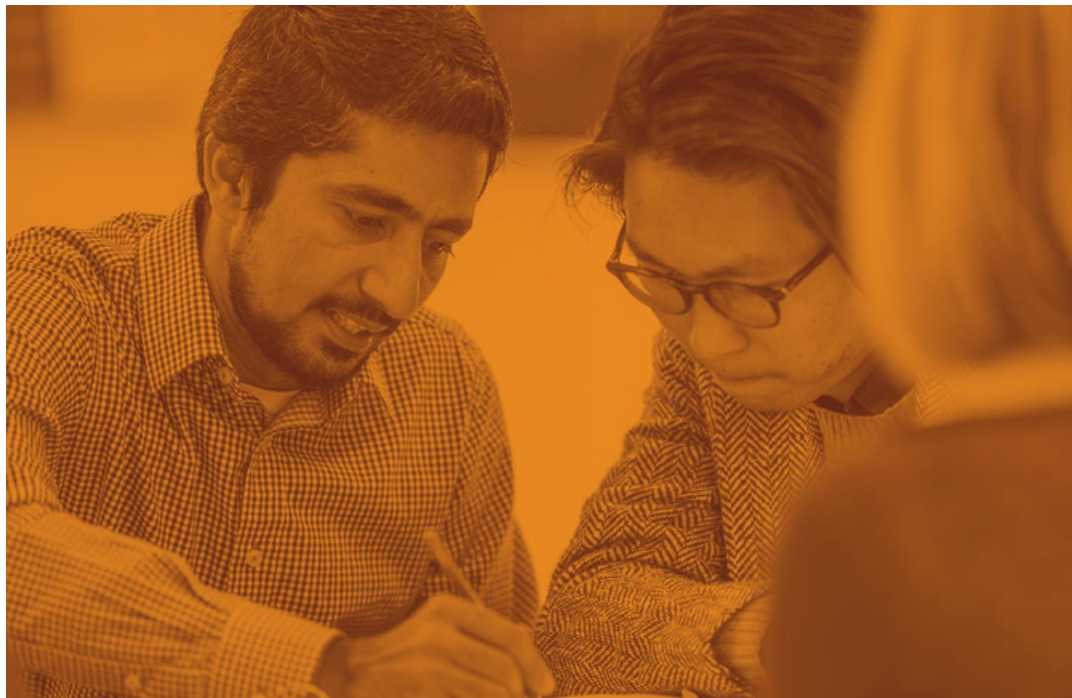
My dear friend, Ellie was an exceptionally bright student. She had just completed her pre-med degree program, with plans to pursue medical training at the University of Shiraz in Iran, when her life was thrown into upheaval by the Iranian revolution. Arriving in the San Francisco Bay Area as a political refugee, she was asked by her examining doctor in the refugee area if she would like to work. Responding to this opportunity to make life meaningful, Ellie applied for the only job available—that of an office clerk. With no idea how to do this job and no background in this line of work, nevertheless, she prepared for her interview by renting a typewriter and practicing relentlessly. She describes that her proactive work, her courage, and her sense of humor drew the hiring manager to her. Through her hard work, and openness to being mentored, Ellie says that the acceptance she received from her new community, the encouragement from others, and access to opportunities made all the difference in her life living in America as a former immigrant.

As an accomplished and innovative leader today, Kamkar serves as an executive in healthcare compliance at Cogitativo in Berkeley, California, leading venture capital efforts to support and alleviate the healthcare industry's need to balance regulatory and patient care needs. She passes forward her learned knowledge by

recognizing talents and potential in others, by deep listening, and by empowering people. She says that leaders must be strong, fair, flexible, and share a vision with the team. She remains gentle and humble and is a shining example of teachable experiences that has transformed many

demonstrated by star followers naturally progresses to courageous leaders.⁸ Unquestionably, Ellie is today—a courageous leader.

The first time I was introduced to Hon, he was getting ready to speak at a national conference. He met me warmly—fully present and fully



lives. Ellie's story is reflected in research in the book, *The Art of Followership* that "leaders neither exist nor act in a vacuum."⁷ The courageous conscience

“Leadership is about serving others, making a difference for others, and bringing people together for a greater good”

— HON PAK

attentive— giving me an impression of “I value you, Priscilla” and that “there’s nothing more important than what you have to say right now.” Such keen attention is what is apparent in Hon’s daily practice; his humble leadership is worthy of emulating.

A first-generation Korean American, Hon was raised by strict and traditional parents; an environment in contrast to his school, which was very Western in outlook. Caught in this cross-cultural experience, Hon rebelled. It was at this juxtaposition of life in elementary

school that one of his teachers took time outside of the classroom to teach him English and play games with him. Responding to her kind sacrificial actions, and steadfast faith in him, Hon's inspiration from her unfolded into his own true north.

Hon attended the US Military Academy at West Point, which brought him greater structure and ability to express himself. After West Point, Hon completed his medical degree, followed by an MBA from the University of Maryland. Serving in various leadership roles, including Chief Information Officer in the Army, where he pioneered telehealth, CEO and CMO of private equity firms, and global fortune 500 companies. Hon currently serves as the Chief Medical Officer at Samsung Electronics America.

Hon believes that leaders and followers "take turns," realizing that adaptive leadership is critical to an organization's success. Hon's key leadership qualities include trust, integrity, and transparency and allow a leader to help build the lives of others. Daily, Hon is challenged to develop others and strives to love others in everything he does. Hon is a man of deep faith. Authors Randy D. Reese and Robert Loane write that we contribute by leading out of who we are, and our shaping incidents invite us to discern that we should be more concerned with our character, than our doing—as exemplified in Hon's story.⁹

Leadership expert Ted Bililies writes that CEOs understand the importance

of being lifelong learners.¹⁰ The best leaders consider themselves to be in a constant state of growth and development.¹¹ Bililies says that self-revelation through mentoring relationships, behavioral modeling, and empowering others to do their best work are necessary frameworks for leaders to embody transformative leadership.

I would like to conclude this essay with a trip to a museum, where art, culture, science, and history meet. There, we find tapestries hewn of rich hues hung up on walls, depicting stories of families, ancient mythology, saints and martyrdom, battlefield conquests, and visions. Tapestries feel as old as time. I recall that a life lived amongst others is a beautiful and rich tapestry, and if one can listen, reflect, and act on our self-discoveries, one's personal life tapestry begins to come aglow with many intersecting stories, nourished and flourishing in a nurturing bed of learning and loving. For a person to finish well and strong, life is often an outcome of one's network of fellow travelers. Indeed.

“The greatest contentment of life is to witness the harvest that living with childlike faith, joyful hope, a teachable heart, and interdependent lift bear.”

—PRISCILLA KNOLLE

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Author Bio

Priscilla Knolle is a Clinical Transformation Physician consultant enabling healthcare delivery systems to optimize clinical and financial outcomes and standardize the delivery of care. She serves on the CAHL Clinical Leadership Committee and the CDTC Mentor Sub-Committee.

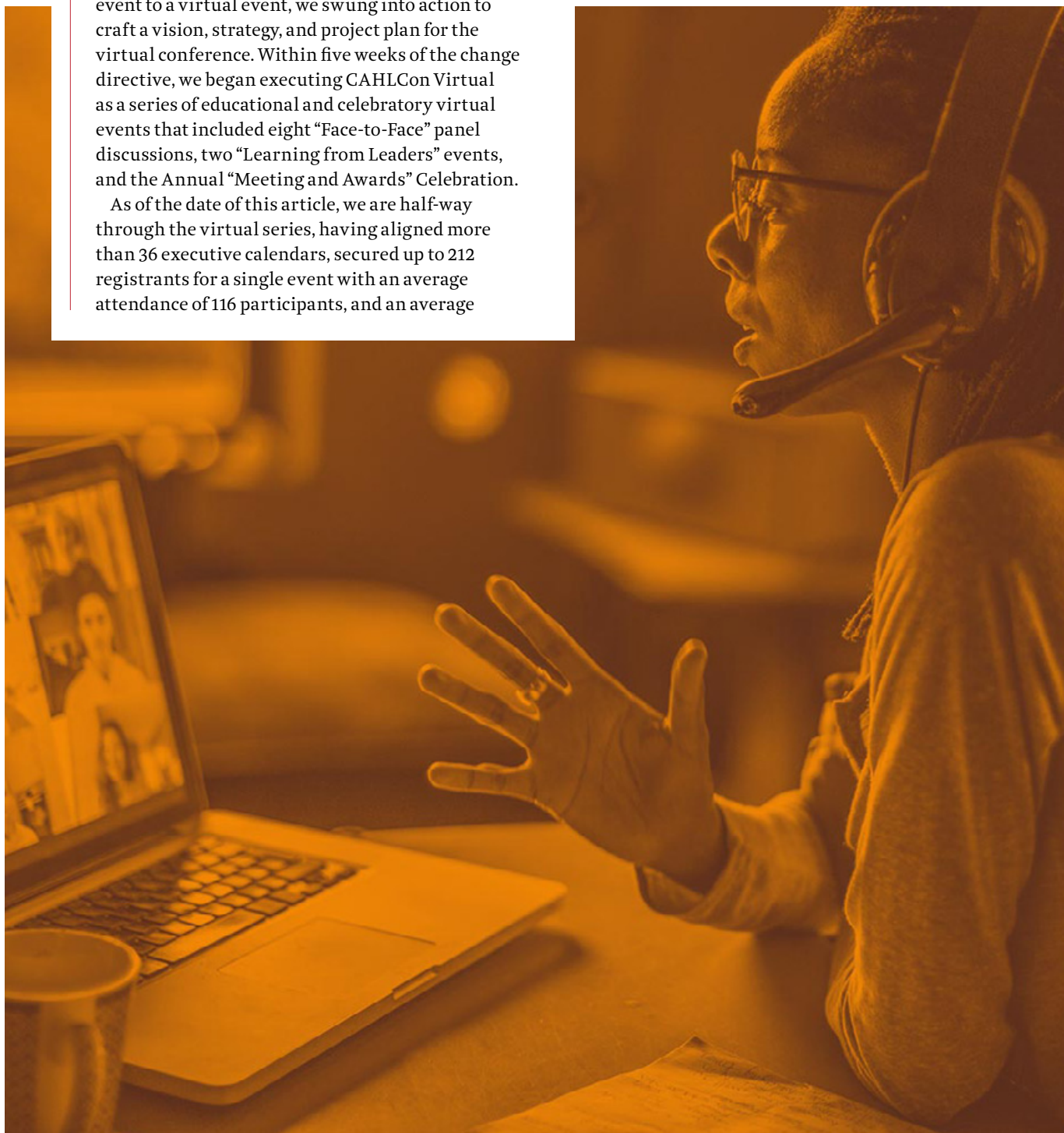
LESSONS FROM PIVOTING CAHL CONGRESS 2020 TO A VIRTUAL SERIES

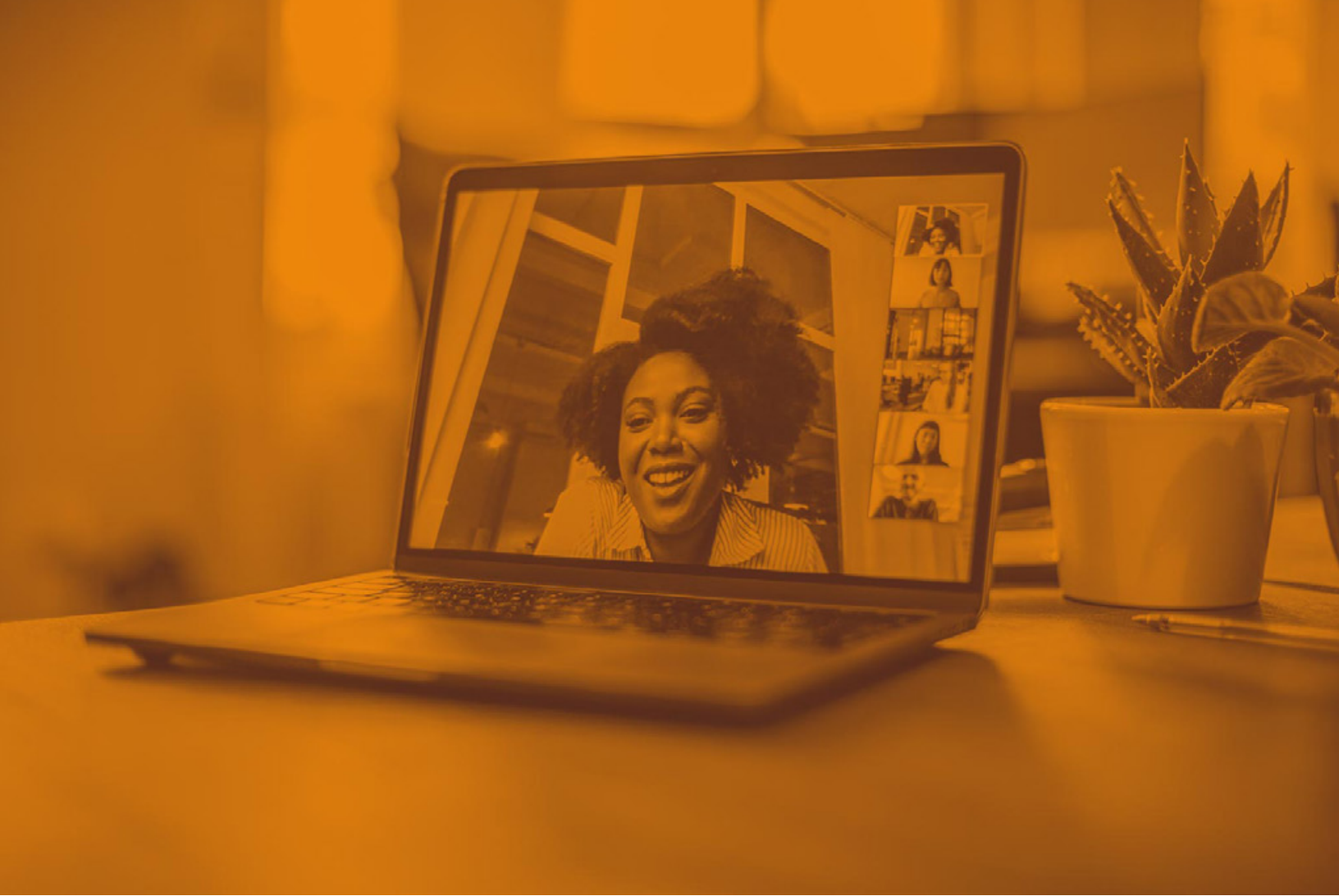
By Sarah T. Khan, Navpreet Atwal and Sachin Gangupantula

The inaugural CAHL Congress (CAHLCon) was scheduled to be a two-day, in-person conference in Monterey, California. Amid the uncertainty of the COVID-19 pandemic, CAHL leadership charged the CAHLCon Planning Committee to pivot the conference into a virtual event (CAHLCon Virtual).

Realizing the difficulties of going from a live event to a virtual event, we swung into action to craft a vision, strategy, and project plan for the virtual conference. Within five weeks of the change directive, we began executing CAHLCon Virtual as a series of educational and celebratory virtual events that included eight “Face-to-Face” panel discussions, two “Learning from Leaders” events, and the Annual “Meeting and Awards” Celebration.

As of the date of this article, we are half-way through the virtual series, having aligned more than 36 executive calendars, secured up to 212 registrants for a single event with an average attendance of 116 participants, and an average





satisfaction score of 4.7 out of 5.0 in anonymous feedback surveys. Qualitative feedback reflects that we have been able to create an intimate feeling of connection among CAHL members.

Virtual learning and engagement have become a mainstay in the workplace today. Our goals in writing this article ~ Lessons from Pivoting CAHL Congress 2020 to a Virtual Series ~ are reflected in CAHL's mission of lifelong professional growth and the theme of CAHLCon Virtual "Collaborate, Innovate, Elevate".

- We would like to highlight the collaboration and support that made CAHLCon Virtual possible so the conditions can be fostered.
- Our team innovated tools and best practices that are versatile and we will share them online at www.ache-cahl.org/congress by year-end.
- Lastly, we seek to contribute to and elevate CAHL's collective pool of knowledge and insights.

This part-retrospective/part-prospective review is our assessment of the factors critical to the success of CAHLCon Virtual:

1. Rapid cycle improvement to shorten the learning and execution curves,
2. Exceptional communication and coordination with key stakeholders,
3. Leadership support to reimagine content delivery, and
4. Alignment among an all-volunteer team to realize the vision.

“In healthcare management, often we must make decisions based on incomplete information, and this has been especially true during the pandemic.”

RAPID CYCLE IMPROVEMENT SHORTENED THE EXECUTION CURVE

In healthcare management, often we make decisions based on incomplete information. This has been especially true during the pandemic – when the industry had to fly the plane while still building it – and was true of our process as well. Our team embraced the learner’s mindset and employed a fail fast approach.

We crafted a strategy to distribute the original conference content across five months as a series of 10 separate events scheduled every other week. This schedule dictated our team’s rapid cycle improvement process: Innovation and refinements occurred in two-week sprints between events (Lemke et al., 2014).

The first of 10 events was launched on July 30th, 2020. Feedback from audience participants, presenters, and other stakeholders was invaluable to building our team’s proficiency and improving performance, for example:

- Compression of cycle time to ease the burden of commitment for guest presenters,
- Development of new planning and communication tools for organization and transparency,
- Internalizing administrative work to increase efficiency,
- Rapid acquisition of expertise and comfort with new technology and the virtual environment, and
- Infrastructure development to manage interdependencies and to ensure consistency.

EXCEPTIONAL COMMUNICATION AND COORDINATION WITH KEY STAKEHOLDERS

Our Planning Team erred on the side of over-communicating even in the absence of new information. We shared updates via multiple channels – text, email, biweekly leader calls, team meetings, and social media for advertising – to keep team members connected with each other, to the team, and to the evolving implementation plan, especially as we responded to guidance from CAHL leaders and developing ACHE requirements.

With stakeholders, such as CAHL leadership, ACHE, and partner organizations, we designated a liaison to mitigate communication lapses and ensure follow-up and follow-through accountability. This streamlined approach permitted us to coordinate more than 36 executive presenters’ calendars with more than 65 preparatory and planning conversations.

LEADERSHIP SUPPORT TO REIMAGINE CONTENT DELIVERY

Empowerment of our team by CAHL leadership ensured our success of in an evolving environment. Empowerment took the form of:

- Trusting our lead and recommendations to get the job done,
- Affording us the space to learn from experience and to build proficiency, and
- Recognizing our team’s broad expertise to benefit other CAHL endeavors.

ALIGNMENT AMONG AN ALL-VOLUNTEER TEAM TO REALIZE THE VISION

Management of an entirely volunteer team mandated continuous assessment and redistribution of the workload throughout the duration of the series based on availability, interest, and skillset match. We leveraged the talent and diversity on our team to optimize the planning and execution of the series. Volunteer team members willingly assumed increasing responsibilities with each member owning a necessary component of the plan and the team collaborating to achieve our objective seamlessly and efficiently.

With virtual learning and engagement is a mainstay in the new normal, we recommend thoughtful attention to fostering the above conditions and any others that promote collaboration and innovation and elevate CAHL’s collective development.

Reference:

Rapid Cycle Deliberate Practice in Medical Education - a Systematic Review - Scientific Figure on ResearchGate. Available from: https://www.researchgate.net/figure/Rapid-cycle-deliberate-practice-model-of-learning-After-Lemke-et-al-with-permission_fig2_316261288 [accessed 28 Sep, 2020]

VOLUNTEER SPOTLIGHT



LAURA PEREZ-EHRHEART

About the Volunteer

- CEO, Executive Consultant
- Epiphany Consulting Solutions
- Career Development & Transition Committee

Laura, in her role as the Career Development & Transition Committee co-chair, engaged the CAHL constituency providing virtual networking and educational events at the forefront of the pandemic. This

action not only created an avenue of connection, but also set the standard for non-profit outreach when face-to-face interaction was no longer a viable option. We commend Laura and her team for their responsiveness, innovation, and leadership in a time of great need.

Interview with Nominee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

I have spent most of my professional life volunteering in some capacity, either in a working committee, as an organizer, leader, Chair or Board of Director's role. As a rule of thumb, I have a list of questions I ask myself before joining any affiliation to ensure I and the association are aligned in values, guiding principle, mission and vision. CAHL demonstrates the values and principles I believe in. The volunteers are what make CAHL what it is today. The passion, experience, and skills that are demonstrated everyday as we interact to make decisions, come up with innovative ideas and help to solve challenges as they come up is

what makes being a part of the CAHL community such a profound and meaningful experience for me. The partnership and meaningful friendships are just the icing on the cake.

Why do you continue to volunteer with CAHL?

I continue to volunteer because of the opportunities to get involved, learn and grow from other professionals. CAHL provides a great platform for personal and professional growth, knowledge of the health care industry and the opportunity to connect with a wide network of amazing people.

Why did you choose a career in healthcare administration?

Since youth, I have experienced family health issues and this has been a large driving force behind my focus on quality of care, and a passion and vision for a healthy community. I'm a consultant to the healthcare industry and I bring a wide scope of knowledge that helps drive performance, strategies and leadership development across departments and units. Knowing that I make a positive impact and can influence change - there is nothing more fulfilling and meaningful than to engage and be of service to healthcare professionals, providing support, bringing experience and outside perspectives to the decision-makers and improve administrative health care issues/processes to improve the quality of patient safety and care.

A motto or quote that influences your leadership style

My credo: Lead, Learn and Listen...



CHAD ZULUETA

About the Volunteer

- Consultant, Strategic Projects
- Kaiser Permanente
- Higher Education Network (HEN) Committee

Chad has been volunteering to support our student resource fair. He has done an amazing job creating our marketing material and organizing the event. With COVID, we pivoted to a virtual panel, and he really stepped up to help support and lead this effort.

With Chad's support, we have an amazing line up of speakers and moderators and will bring more students to attend our programs. He has the ability to put on various hats from PM to Technology guru to lead our team on this work.

Interview with Nominee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

Being a part of the Higher Education Network Committee, allows me to continue working with students to achieve their career goals and provide resources to those that need it. I understand how difficult it could be for students to find their career. I believe I wouldn't be where I am today if it wasn't for the handful of people that have provided advice and direction for me.

Why do you continue to volunteer with CAHL?

I enjoy getting to know and work with people outside of my company. I believe CAHL is a great resource for anyone from students to seasoned professionals to network and learn from each other.

Why did you choose a career in healthcare administration?

Growing up, I always knew I wanted a career in healthcare. My education in Public Health has lead me to focus on the healthcare administration route. I value improving the health of communities through changes in systematic policies and performance improvement. I want to have an impact on a larger scale and I believe a career in healthcare administration would allow me to achieve those goals.

A motto or quote that influences your leadership style

"Be a star in your role" – I highly value being a part of a team and I believe every person on a team brings unique skills and experiences. A good leader should always build on those traits so each team member could achieve their highest goals.

VOLUNTEER SPOTLIGHT



SARAH T. KHAN

About the Volunteer

- CEO and Principal, Transformation Consulting
- KIG Inc.
- Local Programming Council (LPC) Committee

Sarah has done a tremendous amount of work prepping, hosting and collaborating with committee chairs, moderators and panelists to support the CAHL Congress committee in preparing for panel discussions. She has been very

thorough, organized and dedicated to the success of the first two programs and continues to learn from each event to make the next one more successful than the last. She successfully hosted the first CAHL Congress panel on Justice, equity, Diversity, And Inclusion (JEDI) and has helped with the preparation of several other upcoming panels.

Interview with Nominee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way? And why do you continue to volunteer with CAHL?

I continue to receive so much from CAHL members and leaders – personal and professional camaraderie, collaboration, and sponsorship. For this I am grateful, and I volunteer with CAHL to pay it forward. This year, in addition to membership in the East Bay LPC and CAHL Congress Planning Committee, I am honored to serve as a Mentor in CAHL’s Mentoring program. I also moderated a panel discussion on Aug. 27th that offered F2F credits for CAHL members, and hope to

find additional opportunities to give back.

Why did you choose a career in healthcare administration?

My mother is an internist with healthcare provider, and she has been my inspiration for as long as I can remember. I chose a career in healthcare administration because I wanted to amplify the contributions of brilliant, altruistic medical practitioners like my mom.

Please share a motto or quote that influences your leadership style.

I love quotes, mottos, and inspirational stories, and I have an abundance of them saved on my Pinterest boards. The mantra I am living by right now is “growth happens (or life begins) at the edge of your comfort zone”. This one has been on my top 50 list for years and is especially relevant now as I adapt my consulting business and life to the new normal. I like to be deliberate about committing to action inspired by beautiful words; my current mantra has inspired me to stretch myself 2% outside my comfort zone at least once every day.



SACHIN GANGUPANTULA

About the Volunteer

- Founder & Director of Operations
- Valley Diabetes & Obesity
- Communications Committee & Annual Awards Committee

Sachin has gone above and beyond by always saying “Yes We Can” when asked about the feasibility of any project. He has advanced the presence of CAHL through social media, web and event mediums 100-fold in the last 8 months. His reach extends to all committees

facilitating promotion of their events and awareness campaigns. Sachin’s technical skills are remarkable. He is innovative and has catapulted CAHL’s technologic savvy and presence into the stratosphere. Literally! The time Sachin has volunteered and dedicated to CAHL’s success is greatly appreciated and deserving of special recognition.

Interview with Nominee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

I have been drawn to CAHL as an organization that embodies a spirit of volunteerism, with some of the contributors volunteering for over 10 years. In supporting the mission of CAHL, it has been an absolute pleasure working alongside peers and leaders, in thinking creatively, taking initiative and being passionate. Since joining CAHL in 2018, I have been part of the Communications committee and actively collaborated with other committees and leadership, built meaningful relationships and developed a great professional network.

Why do you continue to volunteer with CAHL?

CAHL gives me an opportunity to work alongside an amazing team of volunteers and its leadership on several strategic initiatives that impact our healthcare industry. As a key member of the Communications committee, it gives me an opportunity to create visibility and outreach to highlight educational and professional advancement opportunities for our members. Planning and delivering on the Virtual educational series during the current pandemic has been well appreciated by our members.

Why did you choose a career in healthcare administration?

After having spent 20+ years as a Technologist, my foray into healthcare administration came about in part to support my Physician Wife’s passion to improve the health of the community here in Modesto. We opened our solo practice in Central Valley in 2016 to help the underserved community manage the dire impacts of Diabetes and Obesity. I am able to bring my entrepreneurial experience in growing the business, but also pay-it-forward through the clinic and CAHL. CAHL has been an invaluable partner in my growth as a healthcare leader.

Please share a motto or quote that influences your leadership style.

“Don’t let other’s opinions drown out your own inner voice. Have the courage to follow your heart and intuition.” – Steve Jobs. This has been my inspiration into healthcare and to do what feels right.

NATIONAL NEWS | Q3

COVID-19 RESOURCES

Thank you for the work you are doing in your healthcare organizations and communities to manage the impact of COVID-19 and take care of patients. We are well-aware these are extraordinary times for you as leaders.

Now more than ever, it is important to remain connected to your professional society and fellow healthcare leaders. [Our COVID-19 Resource Center](#) is updated regularly with perspectives from front-line leaders, documents, and downloadable webinars and podcasts. We are here to support you.

NEW AND IMPROVED ACHE LEADERSHIP MENTORING NETWORK

Mentoring is one of ACHE's highest priorities. We believe that no matter where you are in your career, mentoring others—and being mentored—is an integral part of professional growth and leadership development. To that end, ACHE's new digital mentoring platform is designed to enhance the mentoring experience and broaden the reach for mentoring experiences and support overall. The first cohort will launch Oct. 1. For more information on the program, please visit the [LMN area](#) on [ache.org](#).

EXAM AUTHORIZED AND RECERTIFICATION EXTENSIONS

Any individual who is currently Exam Authorized with an application expiration date occurring in 2020 are extended through Dec. 31, 2020 to take and pass the Board of Governors Exam.

FACHE® Recertification deadlines are extended for the 2019 and 2020 classes. Each recertification class must have met all of the requirements, submitted their application and paid the recertification fee by the new mandatory deadlines.

- 2019 Recertification Class Extension is Dec. 31, 2020
 - 2020 Recertification Class Extension is March 31, 2021
-

BOARD OF GOVERNORS EXAM AT PEARSON VUE TESTING CENTERS

Pearson VUE Centers continue availability for taking the Board of Governors Exam. The company is following recommendations from the CDC and World Health Organization for preventing the spread of COVID-19 and protecting testing candidates and staff. As such, availability is limited at this time due to social distancing guidelines and government guidance and candidates for the Board

of Governors Exam are encourage to scheduled their appointments well in advance. Some test centers are extending their hours to be open nearly 24 hours a day.

Candidates must bring and wear a face mask while at a Pearson VUE test center and throughout the Exam. Any surgical or cloth face mask, including a homemade face mask, is acceptable as long as the nose and mouth are fully covered. Candidates without a face mask will be denied testing services.

Additional health and safety measures at Pearson VUE test centers include:

- Hand sanitizer available in the waiting area and prior to entering the testing room.
- Increased cleaning and disinfecting regimens in between all testing appointments.
- Tissues provided to candidates upon arrival at the test center.
- Candidates permitted to wear disposable gloves if they choose.
- Candidates reminded to wash their hands or utilize hand sanitizer upon arrival at the test center.
- Enforcement of local social distancing requirements.

A CEO DIALOGUE ON EMPOWERMENT AND EQUITY

On July 21, ACHE President/CEO Deborah J. Bowen, FACHE, CAE, was joined by two CEO panelists—Nancy H. Agee, president/CEO, Carilion Clinic, Roanoke, Va.; and Wright L. Lassiter III, president/CEO, Henry Ford Health System, Detroit, for a conversation about the role of leaders in advancing racial empowerment and working toward health equity. Listen and share the [recording](#) with your colleagues.

ARTICLES OF INTEREST | Q3

WHAT SENIORS CAN EXPECT AS THEIR NEW NORMAL IN A POST-VACCINE WORLD

Experts say that in the aftermath of the COVID-19 pandemic, everything will change for older Americans, from the way they receive healthcare to how they travel and shop. This also includes their work life and relationships with one another. Older adults are uniquely vulnerable because their immune systems tend to deteriorate with age, making it so much harder for them to battle not just COVID-19 but all infectious diseases. They are also more likely to have other health conditions, like heart and respiratory diseases, that make it tougher to fight or recover from illness. Even with a potential vaccine, most seniors will be taking additional precautions.

Here's a preview of post-vaccine life for older Americans:

Medical Care

- One in three visits will be telemedicine.
- More regular remote care will be bolstered by a team of doctors to see more patients more efficiently.
- Drugstores will do more vaccinations to avoid the germs in doctors' offices.
- Older Americans may have special devices at home to regularly analyze urine and fecal samples.

Travel

- Many trips of 800 miles or less will likely become road trips instead of flights.
- Regional and local travel will replace foreign travel. The most popular trip for seniors: visiting grandchildren.
- Demand for business class will grow. When older travelers (who are financially able) choose to fly, they will more frequently book roomy business-class seats because they won't want to sit too close to other passengers.
- Older couples who fly together, and have the money, will pay for all three seats, so no one is between them.
- Hotels will market medical care. Medical capability will be built into more travel options. For example, some hotels will advertise a doctor on-site or one close by.
- Disinfecting will be a sales pitch. Expect a rich combination of health and safety "theater," particularly on cruises that host many older travelers. Employees will be wiping everything frequently.
- Cruises will require proof of vaccination. Passengers as well as cruise employees will likely have to prove they've been vaccinated before traveling.

Eating/Shopping

- Local eateries will gain trust. Neighborhood and small-market restaurants will draw loyal customers because patrons know and trust the owners.
- To appeal to older diners, restaurants will prominently display safety-inspection signage and visibly signal their cleanliness standards. They will hire employees exclusively to wipe down tables, chairs and all high-touch points. These employees will be easy to identify and very visible.

Home Life

- More seniors will leave assisted living facilities and nursing homes to move in with their families.
- Home delivery of almost everything will become the norm for older Americans, and in-person shopping will become much less common.
- Older workers will stay home. The 60-and-up workforce increasingly will be reluctant to work anywhere but from home and will be very slow to re-embrace in-person grocery shopping.

Gatherings

- There will be forced social distancing. Whenever or wherever large families gather, people exhibiting COVID-like symptoms may not be welcomed under any circumstances.

- Older folks will disengage, at a cost. Depression will skyrocket among older people who isolate from family get-togethers and large gatherings.
- Public restrooms will be revamped. For germ avoidance, they'll increasingly get no-touch toilets, urinals, sinks and entrances/exits.

--Adapted from "[What Seniors Can Expect as Their New Normal in a Post-Vaccine World](#)," Kaiser Health News

COMMUNITY PARTNERSHIPS MORE IMPORTANT THAN EVER

Gracias. Mèsi. Thank you.

It's the simple words I both heard and said over and over during my visits to Beebe's four COVID-19 testing sites in Georgetown during the end of April and first week of May.

This tremendous multi-day event could not have been accomplished without our many partners: First State Community Action Agency, La Esperanza, La Red Health Center, Town of Georgetown government and police department, Veterans Affairs medical center in Georgetown, Nemours, Delaware National Guard, Westside Family Healthcare. Of course, we could not have led

this multi-agency coalition without the guidance, support and partnership of the Governor's Office and the Delaware Division of Public Health, which were right beside us serving our community during each day of testing.

This tremendous partnership offered a centralized location in our county for COVID-19 testing, allowing access to all and ensuring no language or transportation barrier would prevent someone from getting the information they need to better protect themselves and their families.

One thing I continue to learn about this community—and I am continually grateful for—is the robust relationship that Beebe Healthcare has with our state and community partners. It's a partnership that stretches back long before COVID-19 rocked our everyday life. Our Population Health Team, through their extensive and long-standing work serving Sussex County in many ways alongside many of the partners I named above, has paved the way for the collaboration that was needed to make testing events successful.

These strengthened bonds will continue to help us all better serve our community as we look ahead to our expected peak in the coming weeks, and the long road to recovery after this virus has subsided.

We are all working toward the same goal: Keeping our community safe and healthy now, and when this pandemic passes, continuing to help everyone maintain their health and wellness.

Safety is at the core of everything we do at Beebe. When we collaborated with our state and community partners to expand COVID-19 testing in Sussex County, it was done to help prevent the spread of the virus and care for those who have

been infected.

Safety is also why we opened the COVID Positive Care Center. Patients with the virus or who are suspected to have the virus can be safely treated and cared for – with the goal of taking care of their medical needs and keeping them out of the hospital. Beebe Medical Group also offers expanded telemedicine services to conduct virtual visits with patients from the safety of their home, and continues to operate a COVID-19 screening line for anyone to call if they have questions or need nonemergency help related to the coronavirus.

That focus on safety extends to the Margaret H. Rollins Lewes Campus, where the proper protocols are in place to protect both team members and patients while we continue to care for all patients, including those who are COVID-19 positive.

This relentless focus on safety is why Beebe just received our second consecutive A Grade from the Leapfrog Group, the independent national watchdog organization which is committed to healthcare quality and safety. The Safety Grade is a letter grade assigned to all general hospitals across the country and updated every six months, assessing how well the hospital prevents medical errors and other harms to patients.

We take a moment to celebrate that accomplishment and then get back to work during this pandemic. Our patients deserve nothing less than our best, and I am proud of my team for their daily dedication to quality and safety.

--Adapted from "[Community partnerships more important than ever](#)," *Cape Gazette*, by David A. Tam, MD, FACHE, president/CEO, Beebe Healthcare, Lewes, Del.

Like our page



The screenshot shows the Facebook profile page for the California Association of Healthcare Leaders (CAHLACHE). The page features a cover photo of a city skyline with the Transamerica Pyramid. The profile picture is the CAHLACHE logo. The page includes a navigation menu on the left with options like Home, About, Photos, Events, Videos, Notes, Posts, Community, and Info and Ads. The main content area shows a 'Create Post' section with a 'Write a post...' prompt and options for adding photos, videos, tagging friends, and checking in. Below this is a 'Photos' section with a photo of a group of people at a social event. On the right side, there are sections for 'Community' (450 likes, 452 followers), 'About' (website, product/service, suggest edits), and 'Related Pages' (Prodigy Nights, DJ Arvin, Residential Assisted Living).

WELCOME AND CONGRATULATIONS

New Members

JUNE

Name	City		
Jennifer Stanek	Fairfield	Gurpartap Grewal	Walnut Creek
Annette Thomas, MD	San Jose	Jyotsna Grewal	Bakersfield
Chris A. Thomas, MBA	Sacramento	Colin R. James, MS, RN	San Francisco

JULY

Name	City		
Rev. Camilo Alcomendras, MD, MPH	Hayward	Simrita Kaur	Manteca
Diane Alejandro-Harper	Tracy	Danielle L. Kehler, JD	Sacramento
Satnam Bains	Roseville	Brittney Lew	Alameda
MAJ Jadelyn Baniqued, DNP	Lafayette	Jennifer Lisius	Menlo Park
Bibi Barase	San Jose	LaMar O. Mack, MD	Visalia
Carolyn E. Bogard	Stanford	Anita N. Majabo Baker	Palo Alto
Joy Davis	San Jose	Megan J. McCrorey	Quincy
Hazel A. De Leon	Hayward	Be-Verlyn T. Navarro, RN, CEN	Concord
Sachin Gangupantula	Modesto	Duffy Newman, MHA	Kensington
Mark Hoang	Union City	Osayemwenre O. Omokaro	Oakland
Ruth Jayaprakash, DNP, MSN, RN	Rocklin	Rosie Reebel	Sacramento
Shorbana S. Kumarasamy, BSc	Sunnyvale	Jerry Reifeiss	San Francisco
Emily Kwan	South San Francisco	CDR James R. Ripple, MD	Lemoore
Michelle A. Lopes	Walnut Creek	Tanya Scott, MHR, RN, NEA-BC	Hercules
Brenda Oiyemhonlan, MD, MHSA, MPH	Walnut	Melissa Sheldon	Rancho Cordova
Richard Ojeh	Rancho Cordova	Julie Sheu	Oakland
Rickey Reid, MBA	Fairfield	Harpinder P. Singh	Fresno
Jose G. Rendon	Reedley	Sandeep Singh	San Jose
Oscar Sanchez	Aptos	Brian Thomas	Hollister
Matthew T. Slater, DHA	South Lake Tahoe	Jeremy Van Gulp	Arcata
Nicholas M. Trzeciak	Stanford		

AUGUST

Name	City
Cory Belliston	Clovis
Sanica Bendre	San Francisco
Sinda Chun	Menlo Park
Capt Kaila C. Diehl	Redding
Henry Fahrner, RN	Morgan Hill
Girlynda Gonzales	Lafayette

SEPTEMBER

Name	City
Brenda A. Achelpohl-Chagolla	Folsom
Veda Bartlow	Oakland
Ayanna Bennett, MD	San Francisco
Janet E. Carter, PharmD	Redding
Laura Crocitto, MD, MHA	Burlingame
Christine Cunningham, RN	Clovis
Shatterra Davis	Mill Valley
Nwando Eze, MD, MPH	Granite Bay
Dalia Flores	Oakland
Arleen Gomez	Novato

Nader Hammoud, MBA	Discovery Bay
Jenny Hastings	Davis
Tiffany Johnson, MBA	San Jose
Preston U. Jones	Sacramento
Reed Kalna, PharmD	San Rafael
Erika N. Kimball, RN, BSN, MBA	San Francisco
Kelly L. King, MS, RN	Dublin
Benjamin P. Martinez III, MBA, BSN, RN	Hayward
Nicholas Metzger, MBA, BSN, RN	Santa Rosa
Scott Needle, MD	El Dorado Hills
Yvonne Ng	Walnut Creek
CPT Grant R. Restuccio, RN, MSN	Folsom
Sonia K. Singh	Vacaville
Angela Smith-Johnson	San Francisco
Julie Whitman, MSN, RN	Placerville
Scott R. Yoder, MD	El Dorado Hills
Sonya Young	Roseville

OCTOBER

Name	City
Shelton K. Becknel	Antelope
Jacqueline Cahayag, BS	Lafayette
Beata E. Ciesielski, MBA	Manteca
Tricia Grace K. dela Paz, MSN, RN	Roseville
Michelle A. DeNatale, MS	Palo Alto
Inderpreet S. Dhillon, MD, MBA	Stockton
Leah Gehri, RN, MHA	Windsor
Michael R. Orr, MBA	ross
Heidi Payne	Fair Oaks
Joseph Quianzon	UNION CITY
Zigmund Rubel	San Francisco
Reyna M. Villalobos, MPH	Clovis
Natasha Wood	Eureka

New Fellows

JULY

Name	City
Daryn Kumar, MBA, FACHE	Carmichael

AUGUST

Name	City
John T. Chapman, FACHE	Oakland

Recertified Fellows

AUGUST

Name	City
Kim Brown Sims, RN, MBA, FACHE	Napa
Elizabeth J. Freeman, FACHE	Menlo Park
Jiajing He, FACHE	Milpitas
Toby Marsh, FACHE	Sacramento

SEPTEMBER

Name	City
Ronald L. Groepper, FACHE	San Francisco
Kristin J. Mensonides, FACHE	Sacramento
Andrew N. Pete, FACHE	Rocklin
Maj Steve J. Poe, Jr., FACHE	Fairfield
Eric Williams, FACHE	Santa Clara

OCTOBER

Name	City
Meghan Hardin, FACHE	Sacramento
Pamela M. Harlem, FACHE	San Rafael

CAHL 2020 VIRTUAL SERIES

EMOTIONAL INTELLIGENCE IN HEALTHCARE ON AUGUST 13, 2020

Zoom Meeting

Recording

The screenshot shows a Zoom meeting interface with a central poll overlay. The poll is titled "Host is sharing poll results" and contains three questions. The first question is partially visible, and the second question is "2. What is your knowledge, understanding, and/or comfort with Emotional Intelligence (EI)?". The third question is "3. What education or training on Emotional Intelligence (EI) does your organization offer?". The poll results are displayed as horizontal bars with corresponding percentages.

Question	Option	Percentage
1. Individual developing knowledge, skills, and strategies for personal/professional growth	(a) Individual developing knowledge, skills, and strategies for personal/professional growth	38%
	(f) Other	12%
2. What is your knowledge, understanding, and/or comfort with Emotional Intelligence (EI)?	(a) Absolute novice	2%
	(b) Basic understanding	55%
	(c) Well-versed in principles and its application	26%
	(d) Expert in EI both personally and professionally	7%
3. What education or training on Emotional Intelligence (EI) does your organization offer?	None	29%

Participants visible in the meeting grid include: Sarah Khan, Sachin Gangupantula, David Benencourt, Laura Perez Ehrheart, William Huen, Trish Rodriguez, Camilo P. Alcorn, Shaunna Taylor, Keryn Grissom, Janice Roberts, Ashley, Glen Jett, Kethen So, John Osborne, Quenby Rubin-S, Dr. Cathy T, Darrielle Ehrheart, Deborah Munhoz, Johnny O'Brien, Vince Paradiso, and Robert Secchi.

**PROACTIVELY MANAGE YOUR PROFESSIONAL DEVELOPMENT AND CAREER
ON SEPTEMBER 10, 2020**



CAHL 2020 VIRTUAL SERIES

LEARNING FROM A LEADER WITH MICHAEL FELDER ON SEPTEMBER 17, 2020



CAHL 2020 ANNUAL MEETING & AWARDS CEREMONY ON SEPTEMBER 24, 2020



CAHL 2020 VIRTUAL SERIES

SUPPORTING PROFESSIONAL WELL-BEING FOR HEALTHCARE PROFESSIONALS
ON OCTOBER 22, 2020

