

As a Member in the American College of Healthcare Executives, you'll attain the tools, guidance and support you need to gain an edge in the field. Membership will enhance your marketability, relationships, knowledge and leadership so you can excel!

Meet the best and brightest in the field through our diverse membership of more than 30,000 healthcare leaders from the United States, Canada and abroad. Join an ACHE to benefit from networking, education and career development in your area.

ACHE provides numerous opportunities for you to position yourself as a leader in healthcare management. Your membership alone signals your desire to improve the health status of society by advancing excellence in healthcare management.



ACHE of North Texas The Inside View



A Publication of the ACHE of North Texas Chapter

Check www.northtexas.ache.org - Get updates on local and national ACHE events

SPRING 2008

A Message From The President

By John G. Self
2008 President, ACHE of North Texas Chapter
Co-Founder and CEO of JohnMarch Partners, Inc.



I want to begin by thanking all local Chapter members for attending ACHE Congress in Chicago and hope that you found it to be a beneficial educational experience and a great opportunity to network. I was asked to present a class on early careerist and was impressed with the quality of participants who attended.

With an effective combined membership agreement with the National ACHE office, our membership has increased to 946 members. This agreement increased our funding from the National office in the form of a rebate, which by our Chapter to host networking and continuing education events. The total rebate received was \$20,224.90. Currently, ACHE of North Texas is the second largest Chapter in the nation.

One of our local goals is to support continuing education for our local members. In February 2008, the Scholarship Committee met to review applications from local members who requested to attend ACHE Congress. I am pleased to report that ACHE of North Texas sponsored 6 members and awarded \$9,400 in financial support.

On March 20, 2008, ACHE of North Texas celebrated its first Networking Meeting of 2008 at the

Hotel Palomar. I wish to thank Mr. W. Stephen Love for hosting the event. The affair was well attended with more than 60 participants. Many attendees complemented the events location and room set-up. The ACHE of North Texas Board will consider having Hotel Palomar host future events.

One of our key challenges has been to place administrative residents in residencies in various health care organizations as well as provide an early careerists seminar. This task was charged to the Mentoring Committee. Mr. Rick Stevens, Vice President of Operations, JPS Health Network, has recently agreed to become the new Chair of the vital committee. I am excited about his appointment and am expecting significant progress in the very near future.

I am delighted to report that our Chapter continues to raise money through corporate sponsorships. For 2008, four gold sponsors (\$1,500) have generously donated a total of \$6,000. These sponsors include Walter P. Moore, Perkins + Will, RTKL, and Baylor Health Care System.

On April 4, 2008, the University of North Texas Health Science Center School of Public Health hosted Mr. Tom Dolan, Ph.D., FACHE, CAE, President and CEO of ACHE. The topic was "A Better U.S. Health Care System: Is There an Answer? The presentation took place at the Fort Worth Community Arts Center. I wish to thank all those who attended and represented our Chapter. A summary of Mr. Dolan's presentation has been included in this newsletter.

The Health Industry Council of the Dallas-Fort Worth Region has assumed all administrative matters for ACHE of North Texas since January 2008. The transition was seamless and we are ecstatic with their support and flexibility.

I would like to conclude by thanking the ACHE of North Texas Board and every local ACHE member. I look forward to an exciting year and want to reiterate that ACHE is the most important professional development and career management resource in the health care sector.

The Inside View

A Publication of ACHE of North Texas

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President-Elect

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Parkland Health & Hospital System

Past President

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The Inside View is published quarterly by the ACHE of North Texas Chapter. Editorial guidelines are available upon request. Inquiries and advertising rates may be obtained by contacting info@northtexas.ache.org.

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A Message From The Regent

By **Britt R. Berrett, FACHE**
Regent, Greater Dallas-Fort Worth
Chief Executive Officer of Medical City Dallas Hospital

How do you know when you are good?

My administrative fellow and I had a very intriguing conversation on the question of measuring quality. He asked, "How do you know when you are good?" I sprinkled my answer with enough administrative and mumbo-jumbo to make me feel comfortable and suitably confusing. But how do we know if our organization is good? I realize that the Tom Peters of the world would challenge my statement and demand that we aspire to be "great." But for now, let's just get to the answer of being good.

I am impressed with the numerous health care organizations in our communities that continue to receive recognitions and commendations for organizational performance. But we have not found balance in getting to the question of being good. Perhaps it is because we suffer from both ends of the spectrum – self-serving recognitions that pursue obvious marketing ploys that are devoid of substantive performance improvement and apologists that are reluctant to communicate organizational accomplishments.

May I suggest that we begin to ponder the value of measuring organizational performance as evaluated by

external organizations? Three such evaluators come to mind: the Magnet Certification in Nursing, the Texas Award for Performance Excellence, and the Malcolm Baldrige Award. These aren't popularity contests and they aren't to be pursued by the timid or weak. It takes tremendous courage and dedication to challenge organizational performance in such a way that is both enlightening and embarrassing. Who wants to be told that their leadership structure is dysfunctional and awkward? Who wants to be told that their strategic planning process ignores a key stakeholder and/or partner? Why would we voluntarily embrace invasive questionnaires and surveys that are time consuming and expensive? Because, as health care executives we must get to "good".

We need to embrace the intrusiveness of self-examination and freely share our performance within our organization and with the community we serve. Sure, we have plenty of examples of how we are performing and even more explanations of how difficult it is to measure quality. But, perhaps the next step is to invite the external evaluators into our organizations and authoritatively confirm how we are performing. By so doing, we may find balance in the world of quality measurements an assessment of how "good" we really are.

Upcoming Chapter Meetings and Events

For more information and to download any documents for the following related events, please go to northtexas.ache.org.

June 4

Breakfast with the CEO
7:30 to 9:00 a.m.
Featuring: Joel T. Allison, FACHE
President and CEO
Baylor Health Care System
University Medical Center at Dallas
3500 Gaston Ave Dallas, Texas

August 22

Breakfast with the CEO
7:30 to 9:00 a.m.
Featuring: Steve R. Newton, FACHE
President
Baylor All Saints Medical Centers in Fort Worth
Location and directions: TBD

October 8

Breakfast with the CEO
7:30 to 9:00 a.m.
Featuring: Stephen L. Mansfield, Ph.D., FACHE
President and CEO
Methodist Health System
Location and directions: TBD

San Antonio Cluster

Session 1: May 19-20, 2008
Session 2: May 21-22, 2008

Cape Cod Cluster

Session 1: June 2-3, 2008
Session 2: June 4-5, 2008

Seattle Cluster

Session 1: August 4-5, 2008
Session 2: August 6-7, 2008

San Francisco Cluster

Session 1: September 8-9, 2008
Session 2: September 10-11, 2008

The American College of Healthcare Executives is an international professional society of more than 30,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. ACHE is known for its prestigious credentialing and educational programs and its annual Congress on Healthcare Leadership, which draws more than 4,000 participants each year. ACHE is also known for its journals, the *Journal of Healthcare Management* and *Frontiers of Health Services Management* and its magazine, *Healthcare Executive*, as well as ground-breaking research and career development and public policy programs. ACHE's publishing division, Health Administration Press, is one of the largest publishers of books and journals on all aspects of health services management in addition to textbooks for use in college and university courses. Through such efforts, ACHE works toward its goal of being the premier professional society for healthcare leaders by providing exceptional value to its members.

Meet The 2008 Ambassadors

ACHE of North Texas Chapter has been recognized by the National ACHE as a national model in communication for recruitment efforts. Innovative communication and recruiting techniques have allowed the Chapter to more than double its membership. Currently, we have 100% national affiliate participation in the North Texas Region. We will continue to seek out new members in the region with our newest program - *the Ambassador Program*.

The Ambassador Program is a progressive concept that will allow the Chapter to continue to increase its membership by identifying current healthcare executives who are not yet members of the local and/or national ACHE organization.

"Ambassadors" will be carefully selected and assigned to healthcare organizations in specific counties. * The Ambassador's charge will be to: (1) alert the Chapter of new health care executives that have relocated to the area and have/have not joined ACHE, and; (2) identify candidates that are eligible for both national and local ACHE membership as a result of internal promotion, and/or relocation to the area. In addition to these responsibilities, the Ambassador will serve as an ACHE representative within their respective organizations and will actively promote ACHE and educate health care executives about the value of both local and national membership.

The Ambassadors will be carefully selected by the Membership Committee and approved by the Board of Directors. It is a high profile position that requires a specific skill set and commitment to the mission and vision of ACHE. The selected Ambassadors will be posted in the Chapter newsletter and website. Additionally, letters will be sent to the Ambassador's CEO and direct supervisor informing them of their institution's Ambassador.

If you are interested in learning more about the Ambassador Program, please contact [Janet Henderson](#) or an ACHE Board Member.

**Initially, the program will be rolled out in the Dallas, Tarrant and Collin county areas. We will expand the program to other outlying counties at a later date.*



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Membership Committee Ambassador Program Update

Happy 2008, to all ACHE Members and Friends, from the Membership Committee (MC). The Membership Committee is busy planning its efforts to strengthen the Ambassador Program and to move forward with its implementation in all counties supported by ACHE of North Texas.

The Ambassador Program seeks to enhance membership in ACHE, the premier professional organization for healthcare leaders.

As a recap, the Ambassadors charge will be to:

1. Alert the Chapter of new healthcare executives that have relocated to the area and have/have not joined ACHE
2. Identify eligible candidates for National ACHE membership (effective January 1, 2008 there is no separation for local vs. National)
3. Serve as an ACHE representative within their respective organizations
4. Actively promote ACHE
5. Educate healthcare executives about the value available from membership and the opportunities for lifelong learning

Ambassadors will continue to be selected by the Membership Committee and approved by the Board of Directors based on their skills and commitment to the Mission and Vision of ACHE. Selected Ambassadors will soon be recognized and highlighted in official communications including, but not limited to, the Chapter newsletter and the local website. Letters announcing their acceptance

and recognizing their contributions will be sent to the Ambassador's CEO and direct Supervisor thanking them for their participation and contribution(s). Interested in learning more, contact us at info@northtexas.ache.org. We look forward to hearing from you.

2008 Ambassador Roster

Aaron Miri IS Project Manager Methodist Health System	Janet D. Henderson, FACHE Director, COPC Parkland Health & Hosp. System	Leslie A. Barden, FACHE Sr. VP, Planning & Marketing Methodist Health System
Angela M. Simmons, FACHE Manager Business Development Presbyterian Hospital of Plano	Jania A. Villarroel, MHA Past Chair Membership Committee Chief Operating Officer Metropolitan Anesthesia Consultants, LLP	Michael J. Ojeda, MHA, FACHE Compliance Officer VANTHCS
Brad Simmons, FACHE Vice President Methodist Health System	Jeffrey D. Patterson Director, Business Development Lake Pointe Medical Center	Ronald E. Coulter, FACHE Chair Membership Committee Safety Officer Harris Methodist Southwest
Christopher R. Sandles Exec. Assistant to the Director VANTHCS	Jessica C. Rangel Assistant VP of Operations Methodist Health System Dallas	Shannon Stansbury, FACHE Divisional Vice President BlueCross BlueShield of Texas
Donas H. Cole Administrative Director/Co-ECO Medical Center of McKinney	Jill Frawley Business Office Manager JPS Health Network	

Knowledge . Leadership . Marketability . Relationships

ACHE of North Texas Chapter Committees & Chair Information

Communications Committee

Oversees and maintains communications among chapter members through web services, publications, electronic mail, and other delivery mechanisms to ensure effective and timely communication among the chapter members.

2007 Chair, Janet Henderson, MHA, FACHE
jhende@parknet.pmh.org

2008 Co-Chair, Michael Ojeda, MHA, FACHE
Michael.Ojeda@va.gov

2008 Co-Chair, J. Eric Evans
ERIC.Evans@tenethealth.com

Educational Programming Committee

Develops, plans, and coordinates educational programs related to current and pertinent issues facing the healthcare industry. At least two ACHE category II educational programs shall be provided to members each calendar year. This committee will also plan category I programming, using the panel discussion format and onsite programming options. This committee will also explore establishing regional Program Councils to deliver educational programs within the chapter's geographic territory.

2007 Chair, Brad Simmons, FACHE
Bradleysimmons@mhd.com

2008 Chair, Brad Simmons, FACHE
Bradleysimmons@mhd.com

Member Services Committee

Coordinates recruitment and retention activities through the chapter's Ambassador program. Develops member recognition programs, pro-

motes ACHE amongst area graduate programs, and provides career services for current and potential chapter members.

2007 Chair, Jania Villarroel, MHA
jvillarroel@metroanesthesia.com

2008 Chair, Ron Coulter, MHSM, FACHE
roncoulter@texashealth.org

Advancement Committee

Encourages chapter affiliates to prepare for advancement to Fellow. Conducts exam preparation courses, organizes study groups as needed. Encourages existing Fellows to re-credential.

2007 Chair, Paula M. Zalucki, FACHE
pzalucki@salusstrategy.com

2008 Chair, Paula M. Zalucki, FACHE
pzalucki@salusstrategy.com

Mentoring Committee

Oversees and coordinates the healthcare executive mentorship program, and produce an Early Careerist seminar.

2007 Chair, John G. Self
JGSelf@johnmarch.com

2008 Chair, John G. Self
JGSelf@johnmarch.com

Networking Committee

The Networking offers members opportunities to network with their peers. Networking opportunities include but are not limited to:

1. Bi-monthly executive leadership breakfast

meetings

2. Bi-monthly social/networking events
3. Annual golf tournament with continuing education opportunities

The breakfast meetings and social events are hosted by senior executives of local healthcare facilities or health related organizations. In collaboration with the Educational Programs Committee and Sponsorship Committee, our annual golf tournament provides a full day of networking and education opportunities with proceeds directed toward educational programming and scholarships to ACHE Congress. In 2007, this activity was combined with Sponsorship activities, but will be separated into two distinct committees in 2008.

2007 Chair, Jonni Johnson, CPSM
jwjohnson@rtkl.com

2008 Chair, Beverly Dawson
bdawson@allsaintsdallas.org

Sponsorship Committee

The Sponsorship Committee solicits sponsorships to support chapter events and ACHE Congress scholarships. In 2007, this activity was combined with networking activities, but will be separated into two distinct committees in 2008. In 2008, we will explore the possibility of establishing a separate 501(c)3 foundation for tax-deductible contributions.

2007 Chair, Jonni Johnson, CPSM
jwjohnson@rtkl.com

2008 Chair, Jonni Johnson, CPSM
jwjohnson@rtkl.com

Grandfather Provision

Attention: Grandfather Provision for individuals who do not have a Bachelors Degree and want to be a part of ACHE. Between now and June 30, 2008, if you are an ACHE member who does not have a degree there is currently a grace period for you to get "Grandfathered into ACHE." If you do not have a degree, but want to continue to be a part of ACHE, please enroll immediately. Beginning July 1, 2008, individuals who want to join ACHE will be required to have a minimum of a Bachelor's Degree.

Top Issues Confronting Hospitals: 2007

While financial issues remained the uppermost concern for hospital CEOs in 2007, concerns related to quality and patient safety continue to gain prominence. According to Thomas C. Dolan, PhD, FACHE, CAE, president and chief executive officer, American College of Healthcare Executives, "Creating, implementing and monitoring the systems to improve quality and patient safety has become a major focus of hospital CEOs. No longer treated as a delegated responsibility solely for clinicians, the entire hospital team—senior management, physician leaders and the board—are now actively working together to improve care."

In its annual survey of top issues confronting hospital CEOs, the American College of Healthcare Executives (ACHE) asked respondents to rank the three most pressing issues affecting their hospital and identify specific areas of concern. Following are results from the survey, which was sent on Sept. 28, 2007, to 1,080 hospital CEOs, 390 (36 percent) of whom responded.

I. Top Issues Confronting Hospitals

Each of the issues in the following table is listed by the percentage of respondents who indicated it as one of the top three issues confronting their hospital. Financial challenges exceeded other issues as hospital CEOs' No. 1 issue.

This year, 70 percent of respondents cited financial challenges as one of their top three concerns, compared to 72% in 2006 and 67% in 2005.

The greatest change occurred in those including quality and patient safety among their top three concerns. Quality was included by 33%, increasing from 23% in 2005. Similarly, concerns with patient safety as a top three issue increased to 29% from 20% in 2005.

Care for the uninsured continues to rank as a top-three issue, with 38 percent of respondents citing it as a major concern. While physician/hospital relations rounds out the top-three concerns, it has declined slightly, being mentioned by 35% of respondents compared to 40% last year.

Issue	2005	2006	2007
Financial challenges	67%	72%	70%
Care for the uninsured	35%	37%	38%
Physician / hospital relations	33%	40%	35%
Quality	23%	29%	33%
Personnel shortages	36%	30%	30%
Patient safety	20%	27%	29%
Governmental mandates	16%	23%	22%
Patient satisfaction	18%	16%	17%
Capacity	17%	11%	11%

II. Specific Concerns Within the Top Issues

Within each of their three top issues, respondents identified specific concerns facing their hospital. Following are those concerns in order of importance for the top three issues identified in the survey.

Financial Challenges

Increasing costs for staff, supplies, etc.	74%
Medicaid	74%
Bad debt	73%
Medicare	71%
Inadequate funding for capital improvements	62%
Managed care payments	48%
Revenue cycle management	38%
Emergency Department	37%
Other commercial insurance	25%

Care for the Uninsured

Medicaid	82%
Underwriting costs	82%
Advocacy for funding	71%
Reaching out to all community members	28%
Response to other hospital closings	15%

Physical / Hospital Relations

Creating win-win collaborations	86%
Physician requests for payment for service to the hospital	83%
Competition with physician-owned facilities / equipment	77%
Medical staff structures / leadership	59%
Niche providers	53%



"Hospitals have a crucial responsibility in this effort because they can facilitate a respectful dialogue on the subject of donation. If people really understood what donating an organ translates into for those who would otherwise die, I truly believe we would have incredible support in this area."

James Cullen, FACHE
System Executive Vice President
and Chief Operating Officer
Christiana Care
Newark, Delaware

Sharing the Gift of Life: Your Role In Raising Organ Donor Awareness

Organ transplantation is one of the 20th century's most miraculous medical breakthroughs. Yet, there simply are not enough organs available to help everyone in need. As a result, an average of 15 people die every day waiting to receive an organ transplant.

Organ Donation Awareness Programs

While medical researchers look for ways to combat illnesses that make transplantation necessary, as a healthcare executive you and the organizations you serve can join the crusade from a critical vantage-point. ACHE—in support of the Department of Health and Human Services "Gift of Life" initiative—urges our affiliates to advocate organ donation and to develop organ donation programs in their own organizations. The Healthcare Executive magazine article, "Sharing the Gift of Life: Your Role in Raising Organ Donor Awareness," outlines specific ways healthcare organizations can work with their staff, organ procurement organizations, and communities to meet growing needs.

Downloadable Donor Card

Signing a donor card clearly communicates your desire to donate. Please use this downloadable Organ/Tissue Donor Card (PDF) to share with your family, friends, and staff. Remind them that even when a donor card indicates the donor's wishes, next-of-kin will be asked to provide consent before donation can occur. If you prefer to have a card sent to you, contact the HRSA Information Center (HIC) at 1-888-ASK-HRSA.

ACHE's Public Policy Statement

ACHE recommends that all healthcare executives work to increase the supply of available organs for transplantation. Our official position on the issue is outlined in our Public Policy Statement on organ donation.

Links to Other Sites

U.S. Department of Health and Human Services
www.organdonor.gov
The HHS provides valuable information and re-

sources that your organization and your community can use to promote donor awareness. It also outlines details of Secretary Tommy Thompson's "Gift of Life Donation Initiative."

Association of Organ Procurement Organizations

<http://www.aopo.org/internetfiles/aopo2/>
The Association of Organ Procurement Organizations (AOPO) is a private, nonprofit organization recognized as a national representative of organ procurement organizations (OPOs). AOPO is a professional organization dedicated to the special concerns of OPOs. AOPO represents and serves OPOs through advocacy, support, and development of activities that will maximize the availability of organs and tissues and enhance the quality, effectiveness, and integrity of the donation process.

Coalition on Donation

<http://www.shareyourlife.org/>
The Coalition on Donation is a non-profit alliance of major professional, patient, health, science, transplant, and voluntary organizations. Its purpose is to increase public awareness of organ and tissue donation, correct misconceptions about donation, and increase willingness to donate.

Lifenet

<http://www.lifenet.org/>
Site provides information to the transplant community, including patients, families, caregivers, health professionals, and the general public.
National Kidney Foundation/National Donor Family

Council

<http://www.kidney.org/recips/donor/>
The National Donor Family Council supports the needs and expectations of all organ and tissue donor families and assists the healthcare professionals who work most closely with these families.

National Marrow Donor Program

<http://www.marrow.org/>
The National Marrow Donor Program aims to establish, maintain, and improve a system that pro-

vides bone marrow transplants from volunteer unrelated donors for patients with leukemia and other life threatening blood diseases.

Organ Procurement Organizations

<http://www.aopo.org/internetfiles/aopo2/>
Organ procurement organizations coordinate activities relating to organ procurement in a designated service area. They evaluate potential donors, discuss donation with family members, and arrange for the surgical removal of donated organs. OPOs also are responsible for preserving organs and arranging for their distribution according to national organ sharing policies. There are currently 59 organ procurement organizations throughout the U.S.

Transplant Recipients International Organization (TRIO)

<http://www.trioweb.org/>
Transplant Recipients International Organization, Inc. (TRIO) is an independent, non-profit, international organization, working to improve the quality of life of transplant candidates, recipients, donors, and their families. Through the TRIO headquarters and a network of chapters and members-at-large, TRIO serves its members in the areas of donor awareness, support, education, and advocacy.

TransWeb

<http://www.transweb.org/>
TransWeb is a non-profit educational project that provides extensive information on a wide range of topics. Test your knowledge of organ transplantation by taking the quiz.

United Network for Organ Sharing

<http://www.optn.org/>
The United Network for Organ Sharing (UNOS) is a non-profit organization that was awarded the contract by the Department of Health and Human Services to operate the Organ Procurement and Transplantation Network and to develop a national system to assure equal access for all patients needing organs for transplantation.

Membership Has Its Privileges

As an affiliate, you'll join more than 30,000 healthcare leaders from across the country and around the world who believe in improving the health status of society through healthcare leadership excellence.

Member

If you have a minimum of a bachelor's degree and a commitment to the profession of healthcare management, then you are invited to join ACHE as a member. There is no better resource to have at your fingertips than the premier organization for healthcare executives.

If you prefer, you may be eligible for the following membership levels. Keep in mind that Faculty Associates, International Associates, and Student Associates are ineligible for Fellow status.

Faculty Associate

If you maintain a full-time position with an appointment in a graduate or undergraduate pro-

gram in health services administration, you may be eligible for a discount on your dues. You will have access to cutting-edge knowledge - knowledge that you can share with your students and colleagues - via ACHE's highly respected publications, ground-breaking research, and online resources.

International Associate

If you live outside the U.S. and are not a member of the U.S. military, you may be eligible for a discount on your dues. Keep abreast of the latest trends in the healthcare field and acquire the tools you need to succeed.

Student Associate

If you are enrolled in a health services administration or related administrative program, you may be eligible for a discount on your dues. Find answers to your most pressing career questions and gain a competitive edge through ACHE's countless resources.

Are you still unsure? Contact the 2008 Chair, Ron Coulter, MHSM, FACHE at roncoulter@texashealth.org or contact the Division of Membership at (312) 424-9400 or membership1@ache.org.

Through ACHE I was able to strengthen my abilities as a leader. Now I welcome the opportunity to give back to ACHE and help future leaders through the Fund for Innovation in Healthcare Leadership.

I am very passionate about the goals of the Fund and am proud to be a part of the first organization to contribute.

Rodney E. Miller Sr.
Administrator & CEO
Memorial Regional Hospital
Hollywood, Florida

The Gift That Keeps On Giving



Through years of service in healthcare, you have demonstrated leadership and dedication to the field and to the American College of Healthcare Executives. We ask for your support for a cause that is of the utmost importance to all of us—improving healthcare leadership today and for the future.

Each generation makes a significant change and improvement in delivering healthcare services. Our own generation has an obligation to come together in order to leave our mark. We can do this through the Fund for Innovation in Healthcare Leadership.

We are proud to recognize the 2007 and 2006 contributors to the Fund for Innovation in Healthcare Leadership.

You may make your donation online or by mail.

The Fund for Innovation in Healthcare Leadership, a philanthropic initiative of the Foundation of the American College of Healthcare Executives, was created to bring innovation to the forefront of

healthcare leadership. The Fund is designed to:

Import Innovation

Innovation in healthcare can be stimulated by importing ideas from other industries and examining their applicability to healthcare organizations. The Fund will support obtaining knowledge from other industries by hosting structured, roundtable discussions among healthcare leaders and those outside the field.

Implement Innovation

To accelerate change in healthcare delivery, it is important to understand and test approaches that will improve quality, broaden access to care and decrease costs. The Fund will encourage collaboration between health services researchers and individual healthcare organizations and move management research from academic settings to the practical setting of a healthcare organization.

Instill Innovation in Future Leadership

Ensuring that healthcare organizations continue to be led by highly skilled and creative executives involves exposing new and emerging managers to

the latest innovations in the field. The Fund will support transformational education experiences for emerging, diverse leaders, providing them with comprehensive cohort-based and peer-to-peer programming to improve functional and leadership skills, as well as a group of colleagues whom they can call upon as they progress in their careers.

The Fund and its programs of innovation are supported by voluntary contributions to the Foundation of the American College of Healthcare Executives. It is only through your support that we can develop these programs in the months to come. Please take a moment now to consider how you can become a part of this legacy of innovation.

You may make your donation online or by mail.

For questions about the The Fund for Innovation in Healthcare Leadership, please contact Laura Wilkinson, assistant director, Development, at (312) 424-9305.

The Foundation of the American College of Healthcare Executives is exempt from federal taxation under Internal Revenue Code 501(c)(3). Your contribution is deductible to the fullest extent allowed by law.

Covering The Uninsured

Nearly 45 million Americans do not have health insurance. As the ranks of the uninsured grow, pressure is intensifying within the healthcare system, which must balance patient and financial obligations. How can you help address the needs of the uninsured? The first step is raising awareness.

Cover the Uninsured Week

The Robert Wood Johnson Foundation—in partnership with national and local organizations and thousands of Americans in all 50 states and the District of Columbia—continues to make the issue of the uninsured a focus of national discussion. Events will be held coast-to-coast so that more Americans can learn about this critical issue and how it affects every American, not just those who are uninsured.

Visit www.covertheuninsuredweek.org to find out how to get involved!

See "Covering the Uninsured Week" (PDF) from Healthcare Executive magazine for information on how ACHE affiliate-led hospitals participated in 2005.

Covering Kids & Families

Covering Kids & Families works to reduce the number of uninsured children and adults who are

eligible for public healthcare coverage programs but are not enrolled. The four-year initiative operates through statewide projects in 45 states and the District of Columbia and more than 140 local community projects. In addition five states have CKF liaison grants that provide opportunities to participate in the national CKF initiative.

Visit www.coveringkidsandfamilies.org to find out how to get involved!

The Responsibility of Providing Healthcare for the Uninsured

- "A Call to Action," from Healthcare Executive magazine underscores the importance of healthcare executives' roles in mobilizing society to finance and deliver healthcare so that no one is denied care because of the inability to pay.

- "Strengthening the Safety Net" from Healthcare Executive magazine offers insights on ways all provider organizations should work together to keep the health system in balance and broaden access to care.
- "Innovative Programs Provide Access to Care" from Healthcare Executive magazine features three case studies of successful community efforts to open the doors of basic healthcare to those in need.
- "Every Child Deserves Proper Healthcare" from Healthcare Executive magazine highlights efforts by Children's Hospital of Austin to care for uninsured children in central Texas.

Looking for ways to **help** address the needs of **the uninsured?**

Get involved!

Call For Submissions

The ACHE of North Texas e-newsletter, The Inside View, is published quarterly (Spring, Summer, Fall and Winter) and includes information on the latest regulatory and legislative developments, as well as the quality-improvement and leadership trends that are shaping and influencing the hospital and health system field.

Readers get in-depth reporting on the issues and challenges facing hospital and health system leaders today. We make it our job to tell about the great things the organization and Chapter are doing every day to ensure the health of our community.

If you have any news and updates that you want to share with other members, please e-mail your items to Stacy E. Marshall at the following address: Stacy_Marshall@ellerbecket.com.

Microsoft Word or compatible format is preferable. If you have a graphic or picture that you'd

like to include, please send it as a separate file.

Below are the types of information that our members shared in our past ACHE of North Texas newsletters:

- Advocacy Issues
- Legislative Issues
- Educational Opportunities
- Awards / Achievements
- Promotions (Members On the Move)
- Committee Updates
- Journal submissions, conference submissions, and workshop participations
- Sharing mentoring experiences
- Etc.

Next submission deadline is **Friday, May 23, 2008**.

If you have any ideas, suggestions, questions or submissions, please feel free to drop us a line at:

The Inside View

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Thank you in advance for your contribution.



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