The National Association of Health Services Executives' newsletter, NAHSE Notes, includes information on the latest regulatory and legislative developments, as well as the quality-improvement and leadership trends that are influencing the hospital and healthcare system field. Readers get in-depth reporting on the issues and challenges facing hospital and health system leaders. We also take great pride in telling you about the great things the Association and its Chapters are doing to ensure the health of our communities.

PRESIDENTIAL NOTES

Fabian A. Stone
Richelle Webb Dixon
Thank you for your service!

SPECIAL TRIBUTE

Bernard J. Tyson
January 20, 1959 – November 10, 2019

ANNUAL CONFERENCE RECAP

Review of Major Sessions
Women's & Men's Forum
YPC Level Up Session

MEMBER EDITORIALS

2019 Case Competition Winners
APPcelerator
HLTH Conference Review

President's Welcome | Past President's Thank You | Editors' Note | 2020 Calendar | Conference Recap | Bernard J. Tyson Tribute | Case Competition Editorials | Leadership Retreat Recap | Member Editorials |
Dear Members,

It is an honor to pen my initial message as the 28th President of the National Association of Health Services Executives. I pay homage to our founders for establishing a vision and mission that continues to guide this great organization. I also extend recognition to our former president's committed leadership of NAHSE.

Again, congratulations to the 34th Annual Educational Conference Co-Chairs, Roy Hawkins, Jr. and Joy D. Calloway, and other members of the Planning Committee. They worked hard to organize a platform that benefited all attendees. The 2019 conference reflected a 25.5% increase in revenues (i.e., funds generated from sponsorships, chapter contributions, exhibitors/ads, and registrations) and a 4.5% increase in attendance.

As we move forward, we must continue to advance NAHSE as the premier non-profit association of Black health care executives. As President, I will lead with the belief there is no question, NAHSE must be a focal point of substantial challenges facing healthcare reform and the healthcare profession. In this manner, I will lead NAHSE with ACTION:

- Assessing—Continuous Improvement as an Organization
- Celebrating — Appreciating Our Accomplishments
- Teaming — Working Jointly
- Innovating—Embracing New & Better Ways to Advance Our Purpose
- Optimizing — Maintaining & Engaging Members, Increasing Membership
- NAHSEing — Appreciating Our Supporters

I understand this work will require the skills, talents, and contributions of all our members; and it is my goal and belief that working together will positively impact healthcare disparities, one step at a time. As we close out 2019 and move into 2020, I encourage you to incorporate ACTION in your decision to actively engage as a current and new member of NAHSE.

All My Best,

Fabian A. Stone
NAHSE President
NAHSE Members,

I greet you today with sincere gratitude and a humble heart. Just over two years ago, I was sworn in as the 27th NAHSE National President and only the 7th woman to hold the position. On that day, I pledged to perform the duties of the office of National President in an exemplary manner, uphold the mission of this organization and to always keep the goals and objectives of the organization above any personal or individual interests.

As many of you know, I joined NAHSE as an Administrative Fellow. The love and support I received as a young healthcare executive was and continues to be invaluable. I wanted to serve and give back to NAHSE because of the relationships I built, the leadership opportunities I was afforded, and the unconditional support that meant so much to me both personally and professionally. Today, I am happy that this legacy continues. With the addition of an early careerist on the Executive Committee and the creation of the Young Professionals Committee, NAHSE is streamlining our student and early careerist opportunities and ensuring that their voice and development is paramount to our success.

With all that achieved, I am most proud of the team that served alongside me, our 2017-2019 National Officers, National Co-Chairs, and Chapter Presidents who helped move this organization forward. We were successful because of their commitment to the mission and dedication of time. Thank you for your service, for working tirelessly to ensure we transitioned to a new operating model that will continue to sustain NAHSE for the next generation.

I am grateful for the many contributions you all have made to ensure the advancement of minority healthcare executives and to elevate the healthcare services rendered to minority and underserved communities. NAHSE family, thank you for always rising to the occasion, for being courageous leaders who speak up to ensure that this world and our communities are better today because of our service to others. I stand on the shoulders of those who’ve come before me and am blessed TODAY and ALWAYS to have served with each and every one of you.

Humbly,

Richelle
Greetings NAHSE Family,

We hope this edition of Notes finds you doing well ahead of the upcoming holiday season. We’re excited to share an overview of the recent Conference with you, including the highlights from keynote speakers, insights from the Men’s and Women’s Forums, and of course, lots of pictures. It is always a special time when we’re able to reconnect with friends and peers from across the country and the industry, and this year was no different.

In thinking about what makes the NAHSE organization both unique and essential, we were reminded of hearing Andrew Gillum speak during the President’s Luncheon. While describing his childhood upbringing, he shared what his Grandmother, who never had any formal education, used to tell him:

"Boy, go to school. Mind your teachers. Get your lesson. And one day bring that college home. Bring it home for your little brother and sister, who don't know what it is. Bring it home for that little boy down the street that you played with; God knows where he's going to end up. Bring it home for your mom and dad, who have to go slave on someone else's job. Bring it home."

It is those words, bring it home, that can continue to inspire NAHSE in her work for the years ahead. We live in an era and society beset by challenge and in many ways, just plain set back. But it is also one ripe with opportunity for those who are willing to take it, fight for it, and bring it home.

So NAHSE, we encourage you to...

Bring it home for the people and communities we serve who suffer from preventable disparities and the long-standing remnants of racial discrimination. Bring it home in honor of the prior generations who got us to where we are and the next ones who will face unknown struggles different from the past or present. Bring it home for your organizations and the mission you work to fulfill. And bring it home for your family members that make up NAHSE who are working so hard to promote the advancement of Black health care leaders. Bring it home.

Enjoy this issue, and best wishes for a happy, safe, and joyful holiday season.

Sincerely,

Cachet Colvard & Christian Balcer
NAHSE Notes Editors
ACHE Congress
March 23 - 26, 2020 | Chicago, Illinois
Board Meeting, Better Together Reception
NAHSE Chicago Spring Fling

C-Suite Leadership Experience
May 21 - 24, 2020 | Location TBD

35th Annual Educational Conference
25th Everett V. Fox Student Case Competition
October 7 - 9, 2020 | Atlanta, Georgia
Marriott Marquis

2020 Leadership Retreat
December 4 - 6, 2020 | Ft. Lauderdale, Florida
Marriott Harbor Beach
WE CAN MAKE PROGRESS WITH SOCIAL CHALLENGES, EVEN WHEN THEY SEEM OVERWHELMING. THE FUTURE OF HEALTH IS BRIGHT.

SEEKING MENTAL HEALTH CARE SHOULD BE AS ROUTINE AND AS UNREMARKABLE AS SEEKING TREATMENT FOR HIGH BLOOD PRESSURE, DIABETES, OR A HEART CONDITION.

I’VE LEARNED NEVER TO TELL PEOPLE THAT I APPRECIATE WHAT THEY DID. I ALWAYS TELL THEM, ‘I APPRECIATE YOU.’ I WANT THEM TO KNOW THAT I SEE THEM FOR WHO THEY ARE. THAT THEY ARE MORE IMPORTANT THAN A TASK OR A JOB DESCRIPTION OR ANYTHING THEY DID FOR ME.

SINCE I STARTED MY CAREER, I WOULD GO IN THE ROOM, AND I’D BE THE DIFFERENT PERSON. THEN I FIGURED OUT HOW TO MAKE MY VOICE KNOWN IN THE ROOM.

THE IMAGE OF THE BLACK MAN IN AMERICA IS WARPED, AND THIS IS WHERE COURAGE COMES IN. WE NEED TO CONFRONT IT—AND CHANGE IT.

Bernard J. Tyson is survived by his wife, Denise Bradley-Tyson, and three sons, Bernard J. Tyson, Jr., Alexander Tyson, and Charles Tyson.
As Chairman and Chief Executive Officer of health care giant Kaiser Permanente, Bernard Tyson was himself a giant – a true visionary who devoted his career to creating healthy communities and advancing diversity across this nation’s health care industry.

Tyson was a friend and a longtime professional colleague of both Kevin E. Lofton and Lloyd H. Dean, who are the Chief Executive Officers of Chicago-based CommonSpirit Health. The three men, among a relative handful of Black executives leading major nonprofit and investor-owned organizations in the U.S., shared a deep and intimate bond that included a clear, determined focus on increasing diversity and equity in health care.

“As a friend and a man who I admired tremendously, Bernard Tyson represented all of the very best qualities of an individual, a father, and a husband,” said Kevin E. Lofton, CEO of CommonSpirit Health. “He was a transformational leader and a role model to me and to countless others across this country – not only those in the health care field, but executives in virtually every other industry as well.

"Dean, whose longtime role as President and CEO of San Francisco-based Dignity Health brought him in close contact with Tyson on many occasions, described him as “one of the country’s greatest and most-talented executives.”

"Bernard was a deeply caring man who did so much to advance health care and diversity in this country,” Dean added. “He dedicated his life to advocating for quality health care for all. His impact and memory will live on in all of us.”

Tyson, among the most powerful voices in the health care industry and an effective advocate of affordable health care for all, worked at Kaiser Permanente for more than 30 years in a wide variety of roles. He has appeared on Time magazine’s list of the world’s most influential people and regularly was listed near the top of Modern Healthcare’s annual ranking of the 100 most influential people in healthcare. In fact, he was ranked No. 2 on Modern Healthcare’s current list, published on December 9, a month after his death at age 60. The magazine noted that under his leadership as Kaiser’s first Black CEO, the system’s members grew by 32% while annual revenues jumped by 56%, to almost $83 billion. The magazine also praised him for pushing the industry to address issues such as mental health and social determinants. “I will always be appreciative of Bernard’s many contributions to our industry and our people,” said Lofton.

Dean also cited his fellow executive’s work in areas such as expanding access to health care and his fervent push for diversity in the workplace – and in corporate leadership in particular. “He set a higher benchmark for us all,” Dean said. “He was an incredible advocate for health equity – the best of the best.”
2019 CASE COMPETITION WINNERS
1ST PLACE - UNIVERSITY OF PITTSBURGH

ERIKA GARRISON, TIGER LITAM, & ILHAM ABDI

The 34th Annual NAHSE Conference was incredible from start to finish. The 24th Annual Everett V. Fox Case Competition paired with the conference and educational opportunities it offered created a memorable experience. It’s refreshing to know that despite differing backgrounds, our like-mindedness peers and mentors are striving to achieve similar goals of improving the quality of healthcare.

We would be remiss if we weren’t to mention our incredible peer, alumni, and coach support we received throughout the process. Our coaches, Laura Griffin and Kevin Broom, provided the best overhead support to ensure we were able to participate to our fullest potential while simultaneously allowing us to move forward with developing our thought processes and proposals. Our alumni base critiqued our ideas without mercy but only served to make our ideas stronger. Overall, our team dynamic was framed by mutual respect and guided by hard work. Even while balancing work, school, and the administrative fellowship process, we potentiated each other’s strengths and covered each other’s weaknesses. Among the outpouring of support from alumni and our professional network, our team’s success only helps to prove that we’re equipped with the right tools to work toward changing the world for the better.

Since the conference concluded, Ilham has accepted an Administrative Fellowship at Kaiser Permanente in San Francisco while Erika accepted one at UPMC in Pittsburgh. This was our program’s first NAHSE win, as well as a first win in any case competition, and we look forward to watching our program continue to grow and succeed. We are excited to see what the future holds both for the healthcare industry and ourselves. See you next year in Atlanta!
Every year, the winning team of the National Association of Health Services Executives Everett V. Fox Student Case Competition visits the corporate office of the case competition sponsoring organization. Kaiser Permanente was the title sponsor for the 23rd Annual Everett V. Fox Student Case Competition. On June 14, 2019, The NAHSE Case Competition Committee Co-Chairs, Ryan O’Quinn and Justin Wright, presented the team representing The Ohio State University to Mr. Bernard J. Tyson, former Chairman and CEO of Kaiser Permanente.

With the support of Richelle Webb Dixon, NAHSE’s Immediate Past President, Fabian A. Stone, NAHSE President, Corwin Harper, NAHSE Board Member and SVP/Area Manager, Kaiser Permanente Central Valley Area, Nicholette Bourgeois, Service Director-Medicare Enhancement, Kaiser Permanente Redwood City Area, and Morris Davis, Senior Lead Strategic Planning Manager, Kaiser Permanente San Bernardino County Area, The Ohio State University team, Reed Franklin, Alpha Mansaray and Ron Birchfield, traveled to the Kaiser Permanente Southern California Regional Office to present their recommendations.

The case was centered around Capital Health Systems (CHS), a five-hospital health system headquartered in Washington, D.C., dedicated to managing the health of its aging population. The competing teams were charged with supporting CHS to create a holistic program focused on improving patient outcomes, quality of care, and patient satisfaction. The target population was senior patients with complex comorbidities that are both high-risk and high-cost utilizers of the health care system. In their proposal, each team was instructed to leverage provider resources, post-acute strategies and digital health to address:

- A strategic plan for the implementation and progress of the program
- Key performance indicators of success around cost, quality, access, and patient satisfaction
- Short-term and long-term financial projections
- Consideration for the patient perspective in the design of the program

The Ohio State University (OSU) team found themselves victorious in the competition. They presented their proposal to Mr. Tyson, who was not only very impressed with the OSU team but also encouraged them to lead with their "Head, Heart and Gut."

As the Champion of Kaiser Permanente’s ten-year Signature Sponsorship of the Everett V. Fox Case Competition, Mr. Tyson committed nearly $500,000 to ensure that tomorrow's healthcare leaders are well educated, well resourced, and gain a seat at the proverbial "table." Consistent with every interaction, Mr. Tyson shared several insightful and inspiring stories about navigating life as a young African American. On this particular day, Mr. Tyson shared the importance of leaving a lasting legacy while staying authentic to one's self, one's mission, and one's purpose. In his warm, jovial, paternal voice, "As long as you stay authentic, then there's nothing to be disappointed about in life." His impact on the lives of hundreds of students over the years will continue to ripple well into the future.
After an exciting and memorable 50th Anniversary Celebration in Orlando in 2018, the bar was set high for the 34th Annual Educational Conference. This year's team was Healthcare For All: The Politics of the Promise. With the backdrop of the nation's capital in Washington, D.C., the event did not disappoint. Attendees were treated to a dynamic line-up of high profile speakers, engaging and insightful breakout sessions, and as is NAHSE tradition, plenty of showmanship and fun.

The conference also marked the passing of the torch from outgoing President Richelle Webb Dixon to new President Fabian A. Stone, as well as a new slate of officers and board members: Al Webb (Treasurer), Chara Stewart Abrams (Secretary), Brian Washington (Parliamentarian), Corwin Harper (At-Large Board Member), Kim Griffin-Hunter (At-Large Board Member), and Remi J. Kajogbola (At-Large Board Member).

The annual Everett V. Fox Student Case Competition, the country's most prestigious graduate-level healthcare competition, continued its run of excellence with another successful edition, now in its 24th year. A total of 29 universities participated, and the competition concluded with the University of Pittsburgh (Erika Garrison, Tiger Litam, & Ilham Abdi) capturing their first win in the competition. Other finalists included the University of Michigan (2nd), the University of Minnesota (3rd), George Washington University (4th), and Rush University (5th).

Additionally, several individuals and chapters were recognized for their excellence in the healthcare field and their contributions to NAHSE, their communities, and for supporting the next generation of Black healthcare leaders. Congratulations to:

- Senior Healthcare Executive of the Year: Andre Boyd, Sr. (Chief Operating Officer, New Hanover Regional Medical Center)
- Young Healthcare Executive of the Year: Brian Wofford (Vice President, Duke University Health System)
- President's Award: Al Webb (Al Webb & Associates)
- Percy Allen, II, Chapter of the Year Award: Washington-Metropolitan Area Chapter

Much of the draw for the conference came in the form of the high-profile speakers. Attendees were treated to big names, consequential topics, and no shortage of insights to ponder. True to NAHSE form, the conference wrapped up at the hallmark Gala, with plenty of flair to go around. The evening's Masquerade Ball drew the loudest cheers during the "Best Mask" competition, won by Maude Lofton, MD by a spirited voice-vote. As part of the nightcap, the following scholarship awardees were also recognized:

- The Haynes Rice Award: Nialah Sharp
- The Florence Gaynor Award: Ashli Clark
- The Ellis Bonner Award: Deborah Boone

After another successful conference, NAHSE looks forward to gathering again for the 35th Annual Educational Conference at the Marriott Marquis, in Atlanta, Georgia, on October 7-9, 2020!
"When addiction affected minorities and low-income communities, it was seen as a choice and a moral issue. When it began affecting affluent white communities, it became a disease."

"We too often deliver on stigma, instead of disrupting stigma. We have to move dollars back down to the ground; the soil is fertile."

"Stop making it sound so complicated to be well."

"If my being black is going to be a problem, it's going to be a problem for someone else."

"Prejudice is self-debilitating. Don't let someone else's prejudice impact you."

"I can't explain who I am without explaining my family history."

"The current state of healthcare isn't only the system's problem; it's a policy problem. And more importantly, it's a courage problem."

"Those who came before us have asked for nothing of us but to be great."

"Don't ever hang around people who have less to lose than you do."

1. Determine that you are enough.
2. The higher up you go, the thinner the air. Only the hardest problems rise to you.
3. Instead of assuming someone's state of affairs, what would it mean to be curious and instead wish them well?

"We need to stop looking to others to give us what we can give ourselves."

"We sit here looking for the answers, but it's already here. Look at the people around you."

"Each one of us sits in a unique perch to make a change in the system. We, the people, are still forming a more perfect union."
Standing on the Promise for Change | For over a decade, the Women's Forum has enriched the lives of hundreds of NAHSE women through workshops, team building, mentoring, coaching, and panel discussions. However, this year was a moment of intimacy with Valerie Jarrett, who shared her mountains and valleys through a story-telling journey. The 2019 NAHSE Women's Forum was attended by over 300 women, who eagerly sought to hear Valerie Jarrett, an American businesswoman and former government official. She served as the Senior Advisor to President Barack Obama and Assistant to the President for Public Engagement and Intergovernmental Affairs from 2009 to 2017. NAHSE women got an inside look at her journey to the White House, how she found her voice as a woman of color in Chicago and Washington, DC, and how she continues to use her voice for political influence and action.

Patricia Webb, Executive Vice President/Chief Administrative Officer for CommonSpirit Health, moderated the journey through time with Ms. Jarrett. Ms. Webb, with more than 35 years of experience in operations and human resources, is a leader in the health care industry, and a champion of collaboration, inclusion, and diversity. The audience was led through a panel discussion highlighting several key points.

Taking risks in unfamiliar territory rang all too true, as many women become risk-takers to advance to the next steps in career elevation. Relationship building in the workplace and within the sisterhood was a familiar topic of conversation, especially as many women are advancing in their careers. We are standing firm on the promise of healthcare for all by participating in healthcare initiatives that reduce disparities and stigma. There was also a healthy discussion around challenges of balancing motherhood and career, sharing the ups and downs, while ensuring the needs of each component is fulfilled. Of course, we could not leave without taking a candid look and having a discussion on LOVE! What's love got to do with it?! Many shared candid moments, ending in laughter and with a breath of fresh air.

With sincere passion and dedication, Neysa Dillon-Brown and Maha Sampath led the committee as co-chairs. The committee members were Hope Mason, Carle-Marie Memnon, Vivien Salmon, Taneisha Laume, Danielle Scott, Gina Calder, and Chrishonda Smith. Each played an essential role in the coordination of this momentous occasion. The committee was grateful for the opportunity to commemorate an important milestone and collectively share in a unified, professional environment. Almost 300 attended the forum this year and received a complimentary copy of Valerie Jarrett's book, Finding My Voice. At the end, the women in the audience left inspired and motivated to implement change in their communities!
NAHSE Cutz: Reconstructing the Image of the Man

The 2019 NAHSE Men's Forum presented unfiltered conversation and debate from three generations of healthcare leaders. Whether early, middle, or senior careerists, the Men's Forum provided an opportunity for men to open up about their struggles, successes, and fears, not just as professionals but also in life. It was a moment for the experienced to teach the inexperienced and for those living "it" to enlighten those that have not.

Three generations make up the bulk of today's economy—Baby Boomers, Millennials, and Generation X. Each group has its own set of values and philosophies about the workplace and life, which creates friction for both young and old. Especially with Millennials, as no generation in recent years has arguably endured more scrutiny. Thus, it was a sight to see the Baby Boomers encourage the young on similar life struggles they have gone through and how it strengthened them. The reassurance was well received; as it galvanized the group with understanding intentional teaching, and proper succession planning, we can make things better together.

We discussed politics and professional mobility. We had an honest conversation about movements such as #YouWillNotReplaceUs, #BlackLivesMatter, #MeToo, and more. Most importantly, there was accountability; we did not merely talk about problems but tactical solutions. Subject matter experts engaged in providing solutions to deep-rooted issues as it pertains to generational transformations, social media, and masculinity. The power in these conversations not only inspired but also influenced our men to take further action. The 2019 NAHSE Men's Forum equipped our men for future impact, thus, reclaiming their responsibility in leadership and changing the narrative amongst our brethren, family, communities, and country.
Background: For many young professionals attending the conference, one of the highlights was the session titled, Level Up: Navigating Roadblocks in Early Career Advancement. Inspiration for the session came from a networking event put on by the Young Professional’s Conference Track and Events Committee back in March at ACHE, where close to 40 young minority professionals from across the country came together to network with their peers.

The Event: The session involved three real-life scenarios providing concrete tools and insight to encourage conversations about micro-aggressions, salary negotiations, and building social capital – bringing a new level of authenticity and expanded opportunity for young professionals seeking mentorship and guidance. The scenarios provided concrete and relatable examples for attendees to discuss and brought a new level of authenticity into the session. Please see below the major takeaways.

Social Life At Work | Building social capital at the workspace is a critical tool for growth within a company, but we may not always feel safe at work sharing information about our personal lives, particularly in majority-white spaces.

What are some strategies we can use to ease the discomfort when trying to build relationships with coworkers and leaders?
- Opportunity to educate connect with colleagues
- Be strategic of how much and what to share
- As you move forward, bring your culture
- You can “share share” but “perform perform”
- The ownist is not on you to educate

Unconscious Bias | Implicit bias is something that we often encounter as people of color and as young leaders. It is important to develop strategies to address those situations and to build resiliency.

What strategies do you use to help build resiliency towards these situations?
- Challenge the perspective
- Have offline or private conversations
- Discuss how unconscious bias can negatively impact patient care
- Nicely say, “What would make you assume that I work at the call center?”
- Deliver and drive results
Compensation | Compensation is an important consideration when taking on a new role, but it is not always an easy conversation to have as an early careerist navigating leadership.

Would you address the issue of compensation with the manager of the position? If so, how would you frame the conversation? What are some strategies that you use when preparing for compensation discussions early careerists? What other items do you take into consideration, when considering a new role?

- Leverage FMV data and results you delivered
- HR has a min-mid-max range that you should have access too for the role
- Be ready to walk away if you feel under-valued
- Tie in your compensation to driving metrics
- Talk with HR on past experience and how that transitions to compensation ranges
- Ask your trusted peer group and mentors
- Use CNN Money’s Cost of Living Calculator to compare salaries in different areas
- View Guidestar for non-profit organization’s leadership salaries (Reported 990 Forms)

An over-capacity crowd of 100 young professionals welcomed Mr. Rashard Johnson, President of Advocate Trinity and South Suburban Hospitals, who provided invaluable insights to the emerging leaders. Although his attendance was not anticipated, he was excited by the conversations in the room and also shared insights that the attendees appreciated hearing from a senior executive who remembered being in their shoes not too long ago.

Up Next: The success of the event and feedback received demonstrated the need for the conference to expand its offering to the young professional crowd. In 2020, the annual NAHSE conference will be introducing a Young Professionals Track, in addition to its traditional offerings.

To all NAHSE members & Young Professionals: Check out our sub-page on the NAHSE website and join our listserv! Follow us on Instagram @NAHSEYPC.
2019 DECEMBER LEADERSHIP MEETING RECAP

Amidst the backdrop of the SEC Championship football game and the Miss Universe Pageant Preliminaries, more than 75 NAHSE members gathered in Atlanta, GA December 6-8 with their sights set on collectively strengthening the organization for years to come. Both seasoned members and those new to NAHSE (some as recent as two months ago!) came together for the annual planning meeting to chart the course for the next 365 days while also focusing long-term. The unofficial theme of the event was sustainability, specifically in 3 main areas: membership growth, financial viability, and public policy.

Newly sworn-in President Fabian Stone emphasized accountability to the group. The work ahead requires collaboration and innovation, but it also mandates that we as contributors to NAHSE deliver on our commitments. This aspect has always been a strength of the organization and will be even more crucial in the years ahead.

As part of an opening exercise, President Stone quizzed those in attendance. While simple in nature, the quiz represented a larger point: the task set the expectation that NAHSE leaders need to have a thorough understanding of the organization and show the importance of knowing the organization and its history as we work to grow and sustain. How many of these would you have known?

- # of Members? 1,558 (nearly 500 of whom are students)
- # of Chapters? 28 (Including new chapters in NE Ohio and Virginia)
- # of Institutional Members? 58
- # of National Office Employees? 3
- When and where was NAHSE formed? 1968; Atlantic City, NJ
- What is NAHSE’s mission? You’ll have to read your history book or visit nahse.org for this one!
Other exercises and presentations from the weekend included:

- Analysis and discussion of NAHSE's strengths, weaknesses, opportunities, and threats (SWOT)
- Review of 2019 accomplishments and preview of Annual Report from Immediate Past President
- Parliamentary Procedures Workshop
- Overview and discussion around the forthcoming Chapter Leadership Manual
- Financial stewardship expectations of NAHSE leaders
- Review of public policy toolkit and resources
- Highlights of important changes to the bylaws

Interim Executive Director Joy D. Calloway led the group through several interactive (and active!) sessions designed to catalyze discussion and get ideas flowing. Attendees were forthright in their feedback and resolute in their commitment to the work ahead. As always, the organization is open to the contributions of those who share a deep desire to further NAHSE's mission and make the nation's premier organization for black healthcare leaders even better. *Bring on 2020!*
Every year, thousands of applications are submitted for administrative fellowships – a premier entry point into a career in healthcare leadership. However, due to the competitive landscape and a limited number of positions available, less than 5% of applications submitted will result in an offer received by a student. Launched in September 2019, APPcelerator – a new e-learning platform, improves the process for graduate students pursuing fellowships. Founded by former Administrative Fellows, Chelsea Perry (Kaiser Permanente), and Innocent Okechukwu (UW Health), APPcelerator is an innovative platform equipping talented graduate students with the tools necessary to beat the odds. "APPcelerator is demystifying the recruitment process for fellowship hopefuls to increase the flow of talent into the industry," said Innocent Okechukwu, APPcelerator Co-founder.

Twenty prospective administrative fellowship candidates were selected to participate in APPcelerator’s inaugural cohort. Officially referred to as "APPcelerators," these fellowship hopefuls participated in 6 weeks of virtual sessions with expert coaches. During weekly one-hour sessions, coaches provided curated content, personalized coaching, and best practices, while participants shared progress, obstacles, and words of encouragement. Each week, APPcelerator focused on a new element of the recruitment process, covering everything from application strategy to technical interviewing, improving their chances of landing a fellowship.

This year at NAHSE’s 34th Annual Educational Conference, APPcelerator established relationships with hundreds of students, graduate program directors, recruiters, and healthcare leaders from around the country. With a display table at the NAHSE Career Fair & Fellowship Reception, APPcelerator was afforded access to ethnically diverse and talented graduate students seeking fellowships and other career opportunities. As part of this conference experience, Innocent and Chelsea also organized an APPcelerator Link-Up, enabling members of the current cohort to meet each other in person. During the one-hour event, students were able to network and receive real-time advice and feedback from the coaches and each other. APPcelerator’s success will not only be measured by the number of participants that successfully obtain fellowships, but also by its ability to foster community and strengthen the talent pipeline. "APPcelerator is democratizing opportunity by ensuring prospective fellowship candidates have the resources and community needed to accelerate their career trajectory, regardless of where they go to school or who they know," said Co-founder Chelsea Perry.

If you would like to learn more about APPcelerator, visit APPceleratorprep.com, or contact the creators at info@appceleratorprep.com.
HOW I SNUCK INTO HLTH2019: A RECAP

by: Chelsea Perry, Operations Manager, MedStar Health | Head of Community, The Advancement League | Founder, Miriad Health

Flo Rida. Aerial silk acrobatics. Fireside chats with the greatest minds in health and technology…? No, you're not in millennial healthcare heaven – you're actually at HLTH 2019 in Las Vegas, NV. This year, 6000+ industry leaders from across payers, providers, investors, startups, pharma, tech, and policy came together to discuss collaboration to create and shape the future of health. Despite being a two-year-old conference, HLTH boasted over 300 speakers and 100 sessions across 20 content tracks, such as blockchain, chronic conditions, revenue cycle reform, #WOMENatHLTH, and a startup pitch competition. Here's a recap of some key themes and highlights from #HLTH2019:

1 | The Social Determinants of Health is No Longer a Buzzphrase, Right?
Lyft is working to improve access to transportation and offering free and reduced fares to low-income patients, veterans, and victims of natural disasters. Deloitte is helping healthcare institutions standardize social health data collection and integrate data analytics into inter-operable IT systems. Kaiser Permanente recently announced 'Food for Life' and invested $200 million in the Thriving Communities Fund. "We're excited about the daunting task ahead of us. Hopefully 50, 75, 100 years from now, it will be recorded in history that we made a difference," said the late Bernard Tyson. "We demonstrated that in order to pursue life, liberty, and happiness, you need total health, and we brought that to you."

2 | Consumerism
Are we still referring to patients as patients instead of consumers? Tell that to Walmart, CVS, Google, Amazon, JP Morgan, etc... The fact is many retailers are teaming up with financiers to understand consumer preferences and re-imagine solutions to chronic disease management, preventive and women's health services, payment processing, and health plan design. These disruptive mega-companies are taking on new personas that will force 20th century health systems to rethink conventional wisdom.

3 | Blockchain, Artificial Intelligence, 3D Printing and Other Things We Still Don't Understand
It looks like there's enough room in the healthcare space for everyone to play. Whereas the advent of many of these technologies is a far, far away concept in many of our organizations, experts addressed the core capabilities required, cybersecurity concerns, and remaining barriers to adopting new care models in a clinical setting. However, I'll leave the rest of this analysis to someone's CIO!

Livongo She Powers Health™ Rising Star Award
So by this point, I hope you've figured out that I didn't actually sneak my way into HLTH 2019. This doesn't mean that I didn't feel like an imposter upon receiving Livongo's She Powers Health™ Rising Star Award, which recognizes individuals who are making a significant impact on people's health, empowering women, and modeling diversity and inclusion in the workplace. I had the honor (and extreme shock) of being awarded at the Women in HLTH Reception. When selected as a finalist, I was still coming down from the high of NAHSE's 34th Annual Educational Conference in my hometown, Washington, D.C. Needless to say—I WON—and am humbled to have shared the stage with industry titans and fearless women in healthcare. Not to mention, my passion project turned diversity recruitment platform, Miriad Health, was inadvertently launched and announced to everyone. (Official launch coming soon!)

All that said, HLTH's conference is an excellent addition to your 2020 conference schedule. Fun things are happening throughout the week-long convention, and it'll be held in Vegas for the foreseeable future. I hope to see you there next year!