QUARTER 3 2025

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PRESIDENT'S MESSAGE

Mitchell Fong, FACHE, MPH, EMBA — **President, ACHE-Nevada Chapter**

ACHE-NV Chapter Members,

"Welcome to Fall! It's a fantastic time of year, and I hope you were able to enjoy a summer filled with family, fun, and a little relaxation. As the days get shorter and the air a bit cooler, it's a beautiful transition into the final quarter of the year. I'd like to take a moment to reflect on our summer and share what's coming up for our chapter.

Our summer was filled with engaging events and valuable networking. From the Reno Aces and Las Vegas Aviators baseball games to our educational sessions, members had the chance to connect in both relaxed and professional settings. These events reinforced the importance of coming together to share ideas, strengthen relationships, and build our community.

One of the highlights of the year has been the mentorship program, which is now wrapping up for this cohort. It has been inspiring to see the growth, learning, and connections that came out of it. Building on that momentum, we are also in the process of creating a new Early Careerist Committee, which will launch in late 2025 to provide additional support for those in the early stages of their careers.

As a trusted community partner, we've continued to expand our relationships with organizations across Nevada. This quarter, our Meet the Chief events at Centennial Hills Hospital in Las Vegas and the Community Health Alliance in Reno provided unique opportunities to hear directly from senior leaders and engage in meaningful discussions.

Looking ahead, the final quarter of 2025 promises to be just as impactful. In October, we will host our CEO Breakfast in Reno and participate in the Nevada Healthcare Forum. On October 22nd, we will hold our Annual Strategic Planning Meeting, which will also include the closeout of our mentorship program and our Chapter Awards Ceremony, in addition to board elections. Please be sure to submit your nominations and mark your calendars.

Thank you for your continued dedication to ACHE-NV. Your involvement is what makes our chapter vibrant and impactful, and I look forward to all we will accomplish together as we close out the year. If you are looking for more ways to get involved, consider volunteering on a committee, nominating a colleague for recognition, or joining us at one of our upcoming events."

Sincerely,
Mitchell Fong, FACHE, MPH, EMBA 2025 ACHE Nevada Chapter President
"Leadership is not about a title or a position, but about influence, inspiration, and impact." – John C. Maxwell

REGENT'S MESSAGE

Khanh Andersen, FACHE — **Regent, ACHE-Nevada Chapter**

Fall 2025

Greetings, ACHE Colleagues!

Did you blink and suddenly it was September, summer seemed like a distant memory, kids were back in school, and the 2026 budgeting season suddenly was looming just around the corner? No? Just me? Anyway, I do hope you all were able to find a moment to rest and recharge amidst the chaos of mid-year check-ins and strategic plan reviews. If you haven't, I hope you find time, even if it's just for a moment, to take a break and recharge. As a distance runner, I've learned that recovery time is just as important as the hours spent training. You've all heard the adage—you can't pour from an empty cup.

Regent's Awards
I am excited to be kicking off the nomination process for the 2025 Regent's Awards for Nevada. Regent's Awards are an opportunity to recognize outstanding healthcare leaders who make significant contributions to the advancement of healthcare management excellence and the achievements of ACHE's goals. Winners will be presented with their awards in person at the Awards Ceremony and Networking Mixer celebrating the conclusion of the 2025 Mentorship Program, following our annual Strategic Planning meeting to be held on Wednesday, October 22, 2025.

To nominate, please submit the nominee's name, their CV or LinkedIn page, and a brief (less than 300 words) summary of why you are nominating them. The nominations should be submitted directly to me at khanh.andersen@gmail.com prior to deadline of September 15. All current members of ACHE residing in Nevada are eligible. Two Awards will be granted.

Nevada Healthcare Forum: Save the Date, October 23
The 18th Annual Nevada Healthcare Forum will be held on October 23 from 8:00 a.m. to 5:30 p.m. at the Westgate Las Vegas Resort & Casino. This statewide symposium is organized by Nevada Chapters of ACHE, HFMA, HIMSS, and HLA, in conjunction with numerous other healthcare organizations and societies statewide and focuses on the topics that most impact Nevadans. Up to 3 In-Person Education Credits and up to an additional 5 hours of Qualifying Education Credits are available to attendees.

Before we head into the home stretch of 2025, don't forget to check in with yourself, too. If there is anything I may be able to do for you, please do not hesitate to reach out. I'm here for you.

All the best,
Khanh Andersen, MHA, FACHE

MENTORSHIP PROGRAM

Adam Haas
Mentorship Program Chair

ACHE-NV Mentorship Program: Closing Out a Successful Year One

As we wrap up the inaugural year of the ACHE-Nevada Mentorship Program, we're excited to share the impact this initiative has had on our chapter and its members.

Over the course of the year, we successfully matched 10 mentor–mentee pairs, providing early careerists and emerging leaders with the opportunity to connect, grow, and learn alongside experienced healthcare professionals.

Program Highlights

- Kickoff & Quarterly Touchpoints: We launched the program with an engaging kickoff, followed by virtual check-ins that created space for relationship-building, sharing progress, and reflecting on goals.
- Summer Sync: Our mid-year event allowed pairs to pause, reconnect, and recharge while learning practical strategies to sustain momentum through a round table discussion with featured guests.
- Growth Through Reflection: All participants were encouraged to set goals, meet consistently, and submit reflections on their journey, ensuring accountability and continuous improvement.

Looking Ahead
The Mentorship Committee has already identified key goals for Year Two:

- Expanding the mentor pool by 50% to ensure all applicants are matched
- Increasing engagement across Northern Nevada and other ACHE-NV committees
- Setting measurable KPIs to track participation, event attendance, and outcomes

Finally, we'll celebrate our participants at the Mentorship Graduation Ceremony, to be held alongside the Strategic Planning Session and ACHE/Regent Awards Ceremony this October. Special recognition for the Mentor and Mentee of the Year will be shared as well.
We are proud of the progress made in this first year and look forward to continuing to build a culture of mentorship that supports the next generation of healthcare leaders in Nevada.

MEMBERSHIP

Rodney Hollis, FACHE
Chair, Membership Committee

A big welcome to our new members!

Saher Aftab
Lane Bailey
Lt. Col. Michael Bower
Ashley N. Cardenas
Natasha Crupper, MBA, HCM
Tami DeBonis, MSN, RN
Stacey Dubowitch
Kenny Fukumoto
Julie Gwin
Ryan Holden
Catherine Hollis
Dmitry Karpov
Christina Marcello
Onzla M. McLemore
Karen Miller
Rochelle Perez
Eric Siller
John M. Waldron, EdD
Brayden Walker, DNP, MBA
Wayne H. Wilson

We're glad you're here and can't wait to see you at upcoming events!

New Member Orientation (Virtual) Wednesday, October 29 | 12:00–1:00 p.m. PT
Whether you just joined or have been around for years, come say hello, meet chapter leaders, and learn easy ways to plug in. Registration details are on the way—keep an eye on your inbox.

Year-End Membership Savings
Thinking about joining or renewing? From now through December 31, ACHE is offering discounts. Join between September 1 and year-end and enjoy the rest of the year free.

Working toward FACHE? We can help.
Our chapter has study resources and we're happy to coordinate study groups to support your preparation. If you're interested, let us know and we'll get you connected.

DIVERSITY, EQUITY & INCLUSION

Uvette Francis, MHA
DEI Chair

Diversity, Equity & Inclusion: Addressing the Deaf and Hard-of-Hearing Community to Improve Accessibility

As part of our committee effort, we are focusing on improving inclusion and accessibility for this population in our state and recognizing September as National Deaf Awareness Month. Disparities and inequities exist throughout health care **(Kapoor et al., 2022)**. The deaf and hard-of-hearing (DHH) community is often overlooked and marginalized in accessing healthcare. Engaging the community to address inequities and structural discrimination is necessary to expose unforeseen or unintended barriers to health. Fostering trust and mutual respect for the experiences people have with current programs and policies will lead to the improvement of equity and accessibility **(Robert Wood Johnson Foundation, 2023).** Engaging community members in care delivery and design can help improve health outcomes, lower costs, and advance health equity and accessibility goals **(Woolf et al., 2016**) that many health care organizations have established. The importance of this engagement between community members and healthcare organizations cannot be understated.

A 2019 report by Healthy Southern Nevada notes that approximately 312,000 adults have difficulty with hearing, and roughly 38,400 adults are deaf. As healthcare leaders, we must provide this community with accessible tools to address their healthcare needs. Through our committee's work with these members, we have discovered that DHH members communicate in many ways. Many organizations provide Video Remote Interpreting (VRI), Communication Access Realtime Translation (CART), and Interpreting services. However, many deaf and hard-of-hearing (DHH) patients find these services lacking. Both VRI and CART have technical issues, such as lagging, freezing, or dropping calls, and communication breakdowns because attention is divided between the device and the healthcare professional treating the patient. Many strongly prefer in-person interpreters because they build trust, ensure medical privacy, accurately capture non-verbal cues, adapt to environmental factors, and provide a more seamless and effective way for patients to comprehend their health. Healthcare organizations and leaders should work to understand the issues of the DHH. Our committee will continue to work diligently through partnerships with community organizations such as the Las Vegas Deaf Seniors and the Nevada Commission for Persons Who are Deaf, Hard of Hearing, and Speech Impaired.

So, as we conclude yet another quarter of 2025, let us celebrate the diversity of our population and embrace our differences with empathy and compassion. We hope that everyone takes the time:

- Promote understanding of deaf culture. Communication involves not only hand signing, but also the reading of nonverbal body language and facial expressions. Do not assume a family member will interpret healthcare needs or crises!
- Advocate for the rights of the deaf community by making. Ask whether the patient understands what is going on or needs another form of communication.
- Increase awareness that American Sign Language (ASL) and Spanish Sign Language (LSE) are different and should be included in staff training in languages.
- Champion for deaf patients by being compassionate and empathetic of their needs. Do not brush them when they ask for an in-person interpreter.

References:
Kapoor, R., Sokari, T.A. & Cata, J.P. (2023). Disparities impacting the deaf and hard of hearing: A narrative and approaches to closing health care gaps. Canadian Journal of Anesthesiology, 70(6), 975-977. https://doi.org/10.1007/s12630-023-2453-y
Robert Wood Johnson Foundation. (2023). Transformational community cngagement to advance health equity. https://www.rwjf.org/en/insights/our-research/2023/01/transformational-community-engagement-to-advance-health-equity.html
Woolf, S.H., Zimmerman, E., Haley, A., & Krist, A.H. (2016). Engagement of patients and communities can transform research, practice, and policy. Health Affairs (Project Hope), 35(4), 590-594. https://doi.org/10.1377/hlthaff.2015.1512

EDUCATION AND NETWORKING

Emily Denson
Education and Social Program Chair

Strengthening Leadership, Connection, and Community Across Nevada
The third quarter of 2025 was filled with opportunities for our members to learn, connect, and celebrate the power of leadership across the Silver State. From engaging "Meet the Chief" sessions to dynamic educational events and community gatherings, Q3 showcased the strength of our chapter's network and the dedication of healthcare leaders statewide.

July 30 – ACHE Night at the Ballpark | Las Vegas Ballpark
We kicked off the quarter with a summer favorite—our Southern Nevada Baseball Night at Las Vegas Ballpark. Sponsored by **G Bank**, members and their guests enjoyed a lively evening of America's pastime while building connections in a relaxed setting. Thank you to G Bank for supporting this chapter tradition that brings fun and fellowship to our community.

August 12 – Meet the Chief | Centennial Hills Hospital
In August, we hosted an intimate *Meet the Chief* event with **Craig McCoy, CEO of Centennial Hills Hospital**, and his leadership team. Attendees gained valuable insights into hospital strategy, operations, and innovation while engaging in open dialogue with senior leaders.

August 28 – Meet the Chief | Community Health Alliance, Reno
Northern Nevada members had the opportunity to hear from the leadership of **Community Health Alliance** in Reno during another *Meet the Chief* program. The event highlighted the organization's impact on primary care, community health access, and the importance of mission-driven leadership in today's healthcare environment.

September 18 – Northern Nevada Women's Leadership Breakfast
The chapter proudly hosted the **Northern Nevada Women's Leadership Breakfast**, continuing our commitment to elevating women in healthcare leadership. With engaging conversations, networking, and inspiration, the event encouraged leaders to champion inclusion and influence within their organizations and beyond.

September 24 – Education Event | Physician Leadership Impact on Organizational Strategy
Closing out Q3, members gathered for an in-person education session focused on *Physician Leadership Impact on Organizational Strategy*. This timely discussion emphasized the vital role physician leaders play in driving organizational performance, culture, and innovation. Attendees earned ACHE Face-to-Face Education credits while benefiting from practical insights and collaborative discussion.

ACHE-Chapter Leaders Conference
Chapter Leaders was a wonderful event hosted by ACHE for all the Chapters Leaders in the organization. For 2 days leaders were able to learn from other chapters, and network. We learned about new education events, and how to engage our chapter members.

We invite you to join us at next year's **Congress on March 2-4 in Houston, TX!**

Looking Ahead
Thank you to all members and partners who participated in our Q3 events—your engagement fuels the strength of our chapter. As we move into the final quarter of the year, we look forward to more opportunities to connect, learn, and lead together.

Stay tuned for our Q4 announcements and make sure to mark your calendars for upcoming programs.

Reach out to a Board Director or email Nevada@ACHE.net for more information on how to become a sponsor for one of our events!

EARLY CAREERIST

Membership Committee and UNLV HCASA to collaborate in the newly formed Early Careerist Committee lead by **Kyle Underwood and Aaron Oliva, President of UNLV HCASA!** Details to come!

"I graduated last year with my bachelors degree in Healthcare Administration and Policy, and currently in the MHA program at UNLV. I am a teaching assistant at the university, and hold a position at Nevada Senior Services as an Assistant Director. I love meeting new professionals and expanding my knowledge about every sector of healthcare."

Aaron Oliva, President
UNLV Healthcare Administration Student Association (HCASA)

CERTIFICATION

Do you have FACHE expiring this year? There is still time to get your 36 Education Credits, volunteer hours, and your recertification application before December! If you do not get your hours in, then you need to RETAKE the exam. Don't wait 'til it's too late!

Quickest/easiest are the ACHE clusters. You can get 12 hours if you attend one session (2 days) or 24 hours for two sessions (3 days).

Upcoming Clusters: **Nashville – November 3-5** **Orlando – December 15-17**

Nevada Chapter has the following upcoming events with 3.5 QE, 6.0 In-person Credits, and 6.0 Virtual Credits.
ACHE Nevada: Events

- Oct. 1 - 1.5 In-person Credit SOUTH ACHE-NV: Post-Acute Care Settings (1.5 IPE) Tickets, Wed, Oct 1, 2025 at 5:30 PM | Eventbrite
- Oct. 23 - 4.5 In-person Credit AND 3.5 QE - Healthcare Forum
- November 13 - 6.0 Virtual Credits - District 5 event OR ACHE - Meeting/Event Information

You can also get 12 hours during the ACHE-SETC annual leadership conference in Houston November 6-7 for like $700 (Less than half the price of an ACHE Cluster!)

For virtual education – you can do any of the 2025 ACHE Virtual programs which require live streaming during designated times (usually from 12-1:30 Pacific Time) and the dates vary: https://www.ache.org/learning-center/education-and-events/virtual-interactive-education

Please reach out if you need your education hours!

COMMUNICATIONS

Devin Ramirez is a first-year Master of Healthcare Administration (MHA) student at the University of Nevada, Las Vegas. He currently serves as a Safety Administration Coordinator at Sunrise Hospital, where he supports operational excellence and facility safety initiatives.

Devin is excited to begin his role as **Chair of the ACHE Communications Comm**ittee and also serves as Vice President of the UNLV Healthcare Administration Student Association (HCASA). An ACHE member for two years, Devin is passionate about advancing healthcare leadership, professional development, and community engagement.

ACHE NEWS
The one-stop source **exclusively** for ACHE members

ACHE
Professional Development Digest
Turning Learning into Results

ACHE-news is delivered to all members biweekly and features the latest ACHE news and resources, as well as an aggregate of current articles from leading publications. See link below.
http://www.ache.org/newclub/newslttr/ENEWS/ENEWS.cfm

The Professional Development Digest is delivered to all members biweekly and each issue features in-depth information about an upcoming ACHE program or event, a Career Corner that offers tips and resources and a calendar of upcoming face-to-face and online programs. See link below.
http://www.ache.org/newclub/newslttr/pdd/pdd.cfm

Elevating Leadership is a digital publication that provides high-level perspectives on the top challenges facing healthcare leaders like you. See link below. http://www.ache.org/newclub/newslttr/Elevating_Leadership/index.cfm