

HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE
AN INDEPENDENT CHAPTER OF



American College of
Healthcare Executives
for leaders who care®

WINTER 2024



SUZANNE ASARO, MPT, MBA,
FACHE
PRESIDENT
HAWAI'I-PACIFIC CHAPTER OF
ACHE

PRESIDENT'S MESSAGE

Aloha Hawai'i-Pacific ACHE Members,

As we are nearing the end of 2024 and I reflect back on this year, my heart is filled with appreciation for the work our chapter has done to support our healthcare leaders and the deep commitment our healthcare community has for providing the care needed to our communities. I want to thank the board and our committee members for their engagement, work behind the scenes and their time and expertise. All of our roles are volunteer positions, and I am grateful for your dedication to our chapter. As I move into the Past-President role, it has been an honor to serve as your President and represent our chapter, I thank you for this opportunity and look forward to continuing to work with our incoming President Claudia Crist and the board to an event-filled 2025.

Our first mentorship cohort completed their commitment to professional development in June and our second cohort started in September and is going strong. The feedback on the value of this program strengthens the commitment that our chapter has to continuing to provide opportunities for our chapter members to learn and grow. Our last quarter of the year has been full of events and educational opportunities. Our board conducted our strategic planning session, updated our 3-year plan and goals for national and incorporated the feedback from members to set targets to provide more events that align with educational and networking needs of our members. In order to put on these events and keep the costs nominal, we will continue to work with our Sponsorship Committee to partner with organizations to help support the services we provide to our members. If you or your organization may be interested in being a sponsor to our chapter, please reach out.



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PRESIDENT'S MESSAGE CONTINUED

This year, we collaborated with both HFMA and AONL to provide cross educational opportunities. Our education committee also continued our commitment to providing In Person education for our Neighbor Island chapter members. A heartfelt Mahalo to Wilcox for hosting a very successful event on November 1.

Our board incorporated a give back event this year and chose HUGS (Help, Understanding & Group Support), a local organization that supports Hawai'i families statewide with a child who has been diagnosed with a life-threatening illness or disease. Our members dropped off toys at our Winter networking event at Et. al to provide to the children and siblings HUGS supports. Our board went above and beyond in volunteering their time to support HUGS by filling goodie bags for their holiday event. Who knew that stuffing goodie bags could be so competitive!



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PRESIDENT'S MESSAGE CONTINUED

We launched our refreshed website and welcome you to bookmark the link [Hawaii Pacific Chapter of ACHE | An Independent Chapter of the American College of Healthcare Executives](#) to stay updated. Also, if you have not joined our LinkedIn group, that is another way to stay connected with our chapter. Mahalo to our Communication committee for keeping these communications updated!



As we are in the midst of this holiday season, I wish each of you the warmest wishes and hope that you take the time to create special memories with your ohana. The work you do each day matters, do not ever lose site of the impact you make.

Many thanks,

Suzanne Asaro, MPT, MBA, FACHE
President, Hawai'i-Pacific Chapter of ACHE

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BOARD MEMBER ANNOUNCEMENT

Congratulations to our 2025 Board Members!

Your active leadership, engagement, contribution, and support of our Hawai'i-Pacific Chapter is deeply appreciated.

Please join us in expressing our sincere thanks to our outgoing board members as they finish their terms, we appreciate the work you have done for our members. And thank you to those who are staying on in new roles!

Kristen Croom: Past President
Lucy Lessard: Treasurer
David Kim: Director
Bobbie Ornellas: Director
Andy Lee, MD: Physician Representative
Akakossa Ananou: Military Representative
Landen Muasau: Student Representative



2025 Board Members

President

Claudia Crist

President-Elect:

Angela Simmons

Immediate Past President

Suzanne Asaro

Treasurer:

Raymond Savignano

Secretary:

Kirsten Pennaz

Director:

Kimberly Gandy
Stephanie Guy
Keith Izawa
Leilani Kinsey
Charness Lam
Landen Muāsau
Margaret Wallace

Physician Representative:

Ronald Kuroda, MD

Military Representative:

LTC Michael Crivello

Student Representative:

TBD

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BOARD MEMBER SPOTLIGHT

Why did you choose healthcare as your career path?

I chose healthcare because I've always been drawn to a field where I can make a meaningful impact on people's lives. The combination of science, teamwork, and problem-solving makes this career deeply fulfilling.

What is your role in your organization?

I am the Administrative Ancillary Director, overseeing multiple departments and focusing on operational excellence, team development, and delivering high-quality patient care.

What are your primary areas of interest or concern as a healthcare leader?

I focus on improving operational workflows, enhancing team engagement, fostering a culture of accountability, and ensuring high-quality, patient-centered care. Addressing staffing shortages and promoting leadership development are also key priorities.

Meet Angela Simmons President-Elect



Is there anything else you would like to share with our ACHE members?

I believe healthcare leadership thrives on collaboration and shared experiences. I encourage members to actively engage in discussions, share their insights, and support one another in shaping the future of healthcare.

How long have you been a member of ACHE/active roles:

I have been a member of ACHE for 3 years, serving on communications committee and as director on the board.

How has ACHE benefited you in your professional career?

ACHE has provided a platform for professional growth, offering connections with experienced leaders and resources to help navigate the complexities of healthcare management.

What role(s) would you like to see ACHE play in the local healthcare community?

I would love to see ACHE lead more mentorship initiatives, host networking events, and provide resources for tackling unique regional challenges. Building stronger local collaboration is vital for advancing healthcare.

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COMMITTEE UPDATES

MEMBERSHIP

Our membership continues with steady growth throughout this year and we are ending this year with approximately 280 local members. We appreciate your feedback and intentionally plan events based on your input. At our Networking event in November, we also collected toys to support HUGS, thank you to the members who attended and donated these gifts. We welcome you to connect with your colleagues to share the value that ACHE has provided to you and also provide us with feedback on the events and education you would provide value to you! We have enjoyed several events throughout the year and it was great to see many of our team out enjoying the event, the education, and the comradery. Looking forward to continuing our growth in 2025.



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COMMITTEE UPDATES

EDUCATION

Our education committee provided 2 educational events this past quarter. An education and networking session at Wilcox, as well as our annual Leadership in Action Conference co-hosted by AONL. We had a total of 5 panel presentations and 7.5 In Person credits provided in November! Thank you to our moderators and panel members for your time, expertise and sharing your experiences during both of these events.

Kaua'i Education and Networking November 1: Wilcox Memorial Hospital hosted our event and we had a great turnout both in person and virtually with 50 attendees. The two panel presentations as well as the question and answer sessions provided dynamic discussions.

- Inclusive Leadership in Health care:

Moderator: Missis Wallace, The Queens Health System; Panelists: Erinn Tomlinson, Bishop & Company; Stephany Vaioleti, Queen's North Hawai'i Community Hospital



- Sustainable Strategies to Support Well-being for Health care Professionals:

Moderator, Suzanne Asaro, Straub Benioff Medical Center; Panelists: Andrea Hepuapo'Okela Hermosura, The Queens Health System; Amy Lanoue, Adventist Health Castle; Stella Laroza, Straub Benioff Medical Center



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COMMITTEE UPDATES

EDUCATION

Leadership in Action: ACHE/AONL Conference November 14–15: Our annual cohosted Leadership in Action was filled with 2 full days of education, networking and even drew out the inner artists in each of us. We had 3 panel presentations with very informative discussions on both current and future health care operations.

- **Disruptive Innovation in Health care Delivery:** Moderator: Jason Chang, President and CEO, The Queen's Health Systems; Panelists: Peter Shen, Head of Digital & Automation, North America for Siemens Healthineers; James Lin, MD, VP of Informational Technology, Hawai'i Pacific Health; Amy Tomas, RN, System Chief Nurse, Hawai'i Pacific Health
- **Successfully Leading Change in Health care Organizations:** Moderator: BJ Bartelson, Nursing and Health Policy Consultant; Panelists: Claudia Crist, President, Kalaukia Enterprises LLC; Rose Hata, Director of Queen Emma Nursing Institute, The Queen's Medical Center; Zia Khan, MD, Chief Medical Officer, Specialty Care, Queens University Medical Group
- **CEO Roundtable: The State of Health care Industry:** Moderator: BJ Bartelson, Nursing and Health Policy Consultant; Panelists: David Underriner, Executive Vice President of O'ahu Operations, Hawai'i Pacific Health; Jason Chang, President and CEO, The Queen's Health Systems; Ed Chan, President, Kaiser Foundation Health Plan



Suzanne Asaro
President
Hawai'i-Pacific Chapter of ACHE



Panelists from Left to Right:
David Underriner – Executive Vice President of O'ahu Operations, Hawai'i Pacific Health;
Jason Chang – President and CEO, The Queen's Health Systems;
Ed Chan – President, Kaiser Foundation Health Plan

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COMMITTEE UPDATES

DIVERSITY, EQUITY, & INCLUSION

Thank you to our DEI committee and also to our membership for reviewing our updated DEI statement for our chapter. Our original statement was over 10 years old and ready for a refresh to reflect our current times.

Diversity, equity, and inclusion (DEI) are fundamental to the social, cultural, and economic fabric of ACHE Hawai'i-Pacific Chapter. As one of the most ethnically and culturally diverse places in the world, Hawai'i's strength lies in its ability to harmonize the many different cultures that coexist across the islands. DEI principles not only honor the unique identities and perspectives that contribute to this rich mosaic but also ensure that all individuals, regardless of background, have equitable access to opportunities and resources. In a place where values like aloha (love, compassion) and pono (righteousness, balance) hold deep meaning, DEI aligns with the long-standing traditions of respect and inclusivity.

By fostering inclusive environments ACHE Hawai'i-Pacific Chapter can create pathways for everyone to thrive and ensure that no one is left behind.

A community that embraces diverse viewpoints is better equipped to address challenges with creativity, empathy, and understanding, contributing to a stronger, more just society. In this way, DEI is essential to building a future that honors Hawai'i's past, while nurturing the collective potential of all its residents.



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COMMITTEE UPDATES

MENTORSHIP

The Hawai'i Pacific Chapter of ACHE Mentorship Program is thriving, with both mentors and mentees expressing great enthusiasm about their journeys. Mentors have shared that guiding their mentees has been a rewarding experience, providing them with a fresh perspective and a sense of purpose. Mentees, in turn, have expressed gratitude for the support and insights they have gained in their personal and professional goals. The pairing process has been highly effective, with regular feedback ensuring alignment of expectations and a strong rapport between participants. Overall, the program is fostering meaningful connections and contributing to the growth of everyone involved. Happy Holidays to all!

COMMUNICATIONS

The new Hawai'i Pacific Chapter of ACHE website has been a tremendous success, providing members with seamless access to events and information at their fingertips. The islands design and user-friendly features have made staying informed and connected easier than ever. As we look ahead to 2025, we are excited to continue enhancing the member experience by sharing even more updates and launching new social media pages to foster greater engagement and community interaction. Thank you for your continued support, and we wish you Happy Holidays, Season's Greetings, and a joyful and prosperous New Year!

JOIN A COMMITTEE

There are many opportunities to get involved in our Chapter and joining a committee is a great way to participate. If you are interested in joining a committee contact us via email at achehawaiiipacific@gmail.com or visit our website at <https://hawaii.ache.org>.



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COMMITTEE UPDATES

SPONSORSHIP

Happy Holidays to our Sponsors.

A special thanks and heartfelt gratitude for your continued support for our Hawai'i Pacific Chapter of ACHE.

Mahalo nui loa!



Mahalo to Our Amazing 2024 Sponsors!

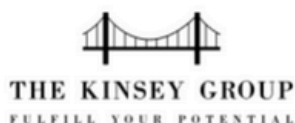
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Gold Sponsors



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EVENT HIGHLIGHTS

KAUA'I EVENT – November 1, 2024 – Wilcox Medical Center

Thank you to all in-person and virtual attendees and special thanks to our Sponsors and to all who made this event possible.



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EVENTS HIGHLIGHTS

AONL/ACHE CONFERENCE - NOVEMBER 14-15, 2024 PRINCE WAIKIKI HOTEL & RESORT

We had a successful 2024 Hawai'i Annual Leadership in Action Conference. Hawai'i Pacific Members had the opportunity to connect with peers, leaders, and decision-makers from across Hawai'i's healthcare community.



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EVENTS HIGHLIGHTS

END OF YEAR SOCIAL, NETWORKING, & HUGS TOY DRIVE NOVEMBER 19, 2024

This year as a chapter we partnered with HUGS to support their holiday event. We collected toys, activities, and board books for children in the hospital. HUGS (Help, Understanding, & Group Support) supports Hawai'i families with a child who has been diagnosed with life-threatening illness or disease. Volunteers from our chapter assembled goodie bags for the holiday event. It was such a special time of camaraderie, support, and giving.



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UPCOMING EVENTS

QUARTER 1 – 2025

- Education and Networking: Early Career and Student Event: Evaluating Real-world Scenarios: Date TBD
- Congress March 24–27, 2025: Registration is open and filling up quick, early bird pricing ends January 7.
- HFMA: March 28–29, Prince Waikiki

A promotional poster for the ACHE 2025 Congress on Healthcare Leadership. The poster features a large, stylized speech bubble on the left with the text "no better time" in white lowercase letters. Below this, the text "TRANSCEND THE ORDINARY" is written in white uppercase letters. On the right side, the text "ACHE 2025 CONGRESS on Healthcare Leadership" is displayed in black, followed by "March 24–27 Houston" in red and black. At the bottom, there are four circular headshots of speakers: Brené Brown, PhD; Ozan Varol, JD; Doris Kearns Goodwin, PhD; and Michael Sorrell, EdD. Each headshot is accompanied by their name and a brief description of their role or achievement.

no better time

TRANSCEND THE ORDINARY

ACHE 2025 CONGRESS
on Healthcare Leadership

March 24–27
Houston

Brené Brown, PhD
Researcher and New York Times Bestselling Author

Ozan Varol, JD
Professor, Podcast Host and Author

Doris Kearns Goodwin, PhD
Historian and Pulitzer Prize-winning Author

Michael Sorrell, EdD
President, Paul Quinn College

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THANK YOU FOR YOUR MEMBERSHIP

Thank you for your ongoing support and membership in the American College of Healthcare Executives. You are among more than 49,000 members who make a difference in the field by advancing healthcare leadership excellence.

If you received a friendly reminder to **renew your membership**, don't wait! While you are at it, invite a friend to join. We would be delighted to welcome new members to the Hawai'i Pacific Chapter of ACHE. The more the merrier!

We strive to make an impact by continuing to offer you valuable benefits, networking, and growth opportunity.

Renew your Membership today!

[Click Here](#)





Integrated Management for Operational Success

Ashley M. Carlucci, DNP, RN

Christopher J. Dussel, MD, FACHE

James L. Hill Jr., MD, FASA, FACHE

Triad leadership represents a transformative approach.

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Effective healthcare leadership is critical to navigating heavily matrixed environments and ensuring organizational success. Traditional healthcare organizations are moving to embrace the triad leadership model, recognizing the value that collaboration among medical, administrative and nursing leaders creates. Triad leadership leverages the strengths of these professionals to develop an innovative approach to healthcare management.

What Is Triad Leadership?

Each of the triad's components bring a unique perspective and skill set:

- Physician leaders display the clinical expertise and insight needed to align medical decision-making with organizational goals. Physician leaders are essential in setting clinical standards and treating patients using evidence-based medicine protocols. Their involvement in decision-making ensures that clinical perspectives are considered when setting overall strategy.
- Administrative leaders have expertise in the management of compliance, human resources, finances and healthcare operations. Their expertise in these areas ensures that the organization remains financially sound, efficient and sustainable for the future.
- Nursing leaders bring expertise in patient care delivery, quality improvement initiatives and maintaining clinical excellence standards. They are integral to implementing patient care protocols and fostering patient-centered care. In addition, nursing leaders' bedside experience provides valuable insights into operations and challenges within the healthcare setting.

Why Triad Leadership?

The triad leadership model offers several advantages over traditional leadership models, including the following.

- Collaborative decision-making. Triad leaders make informed decisions with diverse perspectives that balance clinical, operational and patient care priorities. Collaboration ensures decisions are well thought out and consider the implications for all aspects of the healthcare organization. For example, when addressing a hospital's high infection rates, a triad of leaders can pool their expertise—physician leaders focusing on clinical protocols, nursing leaders on patient care practices, and administrative leaders on resource allocation. This comprehensive approach leads to more effective and holistic solutions. Importantly, this model can be replicated at all levels of the organization.
- Enhanced communication. Regular communication among triad leaders fosters transparency and alignment across departments, promoting a unified approach to front-line staff and patients. For instance, a short scheduled daily check-in allows triad leaders to quickly disseminate information and coordinate responses to rapidly changing situations. This enhancement improves care coordination and problem-solving because decisions are made with each triad leader's involvement.



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- Improved patient outcomes. This integrated leadership approach allows for a more cohesive strategy in patient care, one that reduces errors and enhances overall quality. By integrating each leader's strengths, the triad model enhances the quality of care delivered to patients. An example is the reduction of central line-associated bloodstream infections in a hospital that adopted triad leadership. The collaborative efforts of the triad leaders—educating staff, ensuring adherence to evidence-based practices, and continuously monitoring and adjusting protocols—led to a significant decrease in infection rates, showcasing the model's effectiveness in improving patient safety and care quality.

Implementing Triad Leadership

Implementing triad leadership requires a deliberate, strategic approach. Essential steps include:

- Establishing clear roles and responsibilities. Defining the specific duties of medical, administrative and nursing leaders within the triad helps avoid overlap and ensures clarity. Clearly defined roles help prevent confusion and ensure that each leader can focus on their area of expertise.
- Promoting interdisciplinary collaboration. Encouraging open dialogue and cooperation among triad members allows them to capitalize on each other's strengths and expertise. Regular interdisciplinary meetings can help build a cohesive team and create a culture that enables triad members to be open and vulnerable in their communication.
- Investing in leadership development. Offering training and professional development opportunities tailored to triad leadership competencies, such as conflict resolution and strategic planning, is critical. Organizational investment in leaders' continuous development is essential to leadership retention and, therefore, maintenance of triad relationships.
- Measuring performance metrics. Developing key performance indicators to evaluate the effectiveness of leadership in achieving goals and improving patient outcomes is necessary. Monitoring these metrics can provide constructive feedback and identify areas for future improvement.

Organizational Impact

Research shows that implementing a successful triad leadership model can result in quality improvements, including a decrease in hospital-acquired infections. One health system has been on the journey of triad leadership since 2021. After implementation, one of the system's hospitals experienced a dramatic reduction in central line-associated bloodstream infections (Physician Leadership Journal, May 2023) and a similar trend in catheter-associated urinary tract infections (American Journal of Infection Control, Issue 3, 2023). In the triad model, leaders from different disciplines support each other, share knowledge and develop collective strategies to overcome challenges. In both cases, the triad leaders promoted evidence-based practices and a culture of continuous improvement. Their combined efforts in educating staff, monitoring compliance and adjusting protocols based on feedback were crucial in achieving significant improvements in patient safety and care quality.



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In another example, a hospital's busy ED was experiencing extended wait times due to increased patient volume, an aging population, hospital capacity issues, complex cases and inefficient processes, among other factors. Tackling these challenges required systemic change, including enhancing community access, optimizing hospital workflows and assessing required resources. During an 18-month period from 2023 to 2024, collaboration among medical, administrative and nursing leaders led to more efficient resource use, shorter ED wait times and a reduced left-without-being-seen rate to 1.2% from 4.5%. By working together in the triad model, leaders in all three disciplines identified bottlenecks and developed solutions addressing the root cause of delays from multiple perspectives. This was achieved through regular performance evaluations, feedback loops and iterative adjustments, all driven by a shared goal of enhancing patient experience.

Challenges and Considerations

Despite its many benefits, implementing triad leadership can face challenges, including resistance to change, resource allocation difficulties, and maintaining commitment and momentum.

- **Resistance to change.** This is a common hurdle, as staff may hesitate to adopt new practices or workflows and resist traditional hierarchical structure changes. This reluctance can stem from a fear of the unknown, comfort with existing processes or skepticism about the effectiveness of proposed changes. Overcoming this resistance requires clear communication, involving staff in decision-making and demonstrating the tangible benefits of innovative approaches. During the implementation of new patient care protocols, for example, triad leaders might encounter resistance to change. By working together and presenting a united front, they can address concerns, provide consistent messaging and support staff through the transition, thereby building organizational resilience. It is imperative that each triad leader present the same vision and support.
- **Resource allocation.** Triad leadership often involves balancing limited resources among various departments and initiatives. This can lead to tough decisions about where to prioritize funding and support. Effective triad leadership requires transparent and strategic planning to ensure resources are allocated in a manner that supports overall organizational goals and maximizes impact.
- **Maintaining commitment and momentum.** Initial enthusiasm for change can wane, especially if quick results are not evident. Long-term commitment requires ongoing communication, regular progress updates and celebrating small victories to motivate the team. Investing in the continuous development of triad leaders is essential for maintaining momentum and achieving long-term success. Organizations that prioritize leadership development, such as offering training in conflict resolution and strategic planning, not only enhance their leaders' capabilities but also foster a culture of continuous improvement. This approach helps sustain commitment, especially when quick results are not immediately evident, by keeping the team motivated and focused on the long-term vision of patient-centered care and operational excellence.



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The evolution of triad leadership will continue to shape healthcare leadership practices. Future directions include integrating technology and expanding interprofessional teams. Leveraging technology in informed decisions through data analytics can enhance communication and decision-making within triad leadership, supporting more informed and timely decisions.

Additionally, engaging broader healthcare teams, including allied health professionals, in triad leadership models can improve interdisciplinary collaboration and patient care. This expansion can lead to more comprehensive care strategies and better health outcomes, enhancing the overall effectiveness of healthcare delivery.

A Transformative Approach

Triad leadership represents a transformative approach to organizational leadership, uniting medical, administrative and nursing leaders in a shared commitment to operational success and patient-centered care. By embracing collaboration, fostering communication and leveraging diverse expertise, healthcare organizations can navigate complexities more effectively and achieve sustainable excellence in care delivery.

The journey toward triad leadership is not merely a shift in organizational structure but a cultural transformation that empowers leaders at all levels to drive positive change. Together, we can propel healthcare management into a new era of efficiency, innovation and patient-centricity.

Ashley M. Carlucci, DNP, RN, is Market CNO, University Hospitals Health System, Cleveland, and an ACHE Member (ashley.carlucci@uhhospitals.org). Christopher J. Dussel, MD, FACHE, is CMO, University Hospitals Health System, Parma, Ohio (christopher.dussel@uhhospitals.org). James L. Hill Jr., MD, FASA, FACHE, is COO, University Hospitals Parma (Ohio) Medical Center (james.hill3@uhhospitals.org).