

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®

SPRING 2025



KARA GORMONT, FACHE
REGENT
HAWAI'I-PACIFIC CHAPTER OF
ACHE

REGENT MESSAGE

A Message from your ACHE Regent

Together as One: Compassion and Community

As we start a new year, it is crucial to reflect on recent challenges and the resilience that brings us together. The tragedies in California, New Orleans, and Appalachia resonate with those we faced in Hawai'i—the Lahaina fires and the New Year's Eve 2025 fireworks incident—underscoring our shared vulnerability and the need for mutual support.

The fireworks explosion in Honolulu cost precious human lives and injured dozens of people. It also strained local healthcare facilities. In response, the U.S. military transported burn victims to Arizona for specialized care, showing how compassion and cooperation transcend state lines.

These events remind us that our strength lies in our collective ability to support and hold each other in times of need. Hawai'i's first responders, paramedics, mental health professionals, and emergency teams exemplify this daily. Their dedication in the face of increasing tragedies highlights the urgent need to support those who serve.

Building a Network of Care

The former U.S. Surgeon General's recently released "Prescription for America" underscores the importance of mental health, community, and well-being. "The fracturing of community is driving a deeper crisis... The answer is simple yet profound: community" (Murthy, 2025). Hawai'i's healthcare leaders are well-positioned to foster collaboration among organizations and agencies, creating systems that address root causes of suffering and promote health equity.

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REGENT MESSAGE CONTINUED

Bold leadership and strong partnerships are essential to building lasting well-being. As an island state, Hawai'i must leverage its close-knit community to create sustainable solutions. The Prescription for America establishes community and purpose at the very fabric of our humanity. For those of us working in healthcare, it is suggested that our responsibility is greater than our job, it is about our connection to each other and the threads that weave us together and sustain us.

Supporting Our Caregivers

Hawai'i's healthcare workers face immense pressure and show remarkable resilience. Burnout and emotional fatigue are real challenges that threaten the sustainability of our healthcare system.

Leaders can support caregivers by ensuring visible leadership, providing adequate staffing, offering mental health resources, and recognizing their contributions. These steps are essential to keeping our healthcare workforce strong amid increasing crises and disasters.

A Future of Compassion

Healthcare executives have a unique role in shaping Hawai'i's future. Recent crises have shown the importance of solidarity. Investing in mental health, building partnerships, and advocating for equity can create a stronger, more compassionate Hawai'i.

"Community thrives on relationships, service, purpose, and love... Together, they create belonging" (Murthy, 2025). In Hawai'i, we call this Aloha. Our challenge is to turn this value into action, building a network of enduring support.

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REGENT MESSAGE CONTINUED

Together, we can transform hardship into an opportunity for growth. Let us lead with empathy and strengthen the bonds that hold us together, recognizing the need to improve integration across our community. In doing so, we honor those we have lost or experienced harm and those who continue to serve tirelessly.

As the former Surgeon General suggests, let's make 2025 a year of community through building relationships, providing service, and defining our purpose and commitment to each other. Mahalo for your ongoing commitment.



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CLAUDIA CRIST, FACHE
PRESIDENT
HAWAI'I-PACIFIC CHAPTER OF
ACHE

PRESIDENT'S MESSAGE

Aloha and Hāfa Adai to our Hawai'i – Pacific Chapter of ACHE Members,

We are excited to bring to you our first quarterly newsletter of 2025! So much to share and so many things to come this year, courtesy of your wonderful chapter volunteer board and committee members.

Together, we are committed to advancing healthcare leadership and management excellence and support our members in meeting their professional, educational, and leadership needs. For this, we conducted an annual (fall) strategic planning session, where we assessed chapter performance compared to our ACHE dashboard, shared what we heard from our members, conducted a SWOT, and outlined and submitted to ACHE a new 3-year plan for the chapter.

Overall, our focus areas for 2025 are membership growth (incl. early careerists and senior executives), value/service (especially networking, education, and mentorship), and financial sustainability.

2025 Chapter Major Goal Areas and Metrics

Goal Category	Metric / Activity
Service / Member Satisfaction	Achieve > 4.1% mean score in ACHE's Annual Membership Survey
Value / Service	- Offer a total of 12 education credits towards membership - Host annual chapter membership meeting - Offer at least two (2) networking events - Issue four (4) quarterly newsletters
Value / Diversity	- Support an active and robust diversity committee - Newsletter articles and in-person or qualified ACHE education credits that further awareness, diversity, and inclusion
Value / Leadership	Deliver our 3 rd annual mentorship cohort and provide leadership growth and mentorship through a diverse group of mentors and mentees.
Finance / Service	Secure our ability to deliver quality chapter offerings through increased revenue in our major funding streams: Sponsorships (>\$20,000), expanded education partnerships, and the ACHE-allotted share of membership dues.
Growth	- Achieve net membership growth of >7.2% - >7.6% of eligible members advance to Fellow - Assess and pursue new/broadened partnerships

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PRESIDENT'S MESSAGE CONTINUED

I look forward to serving and working with you all in the upcoming year! Please feel free to reach out to me directly at president@hawaiiACHE.com, or via phone (808) 749-7282 for any questions or suggestions!

Lastly, please stay tuned for communication in the following weeks about our transition to Microsoft Office Suite, which will provide more efficiency for our board and committee members to be able to collaborate, access and store resources, and streamline administrative functions. Our new chapter email address is Contact@HawaiiPacificACHE.com.

Wishing you all a happy, healthy, and successful 2025!

CLAUDIA CRIST, FACHE
PRESIDENT
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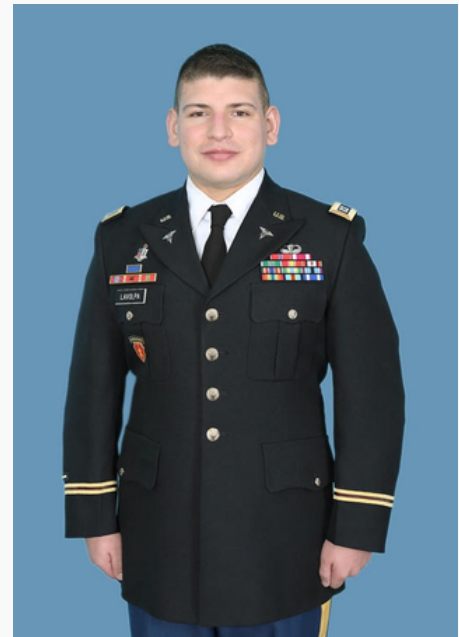
MEMBER RECOGNITION CORNER

CONGRATULATIONS TO ACHE CHAPTER BOARD DIRECTOR LANDEN MUĀSAU

2025 RECIPIENT OF THE NATIONAL GEIGER-
GIBSON EMERGING LEADER AWARD
ONE OF JUST 12 HEALTHCARE
PROFESSIONALS UNDER AGE 35 NATIONWIDE



CONGRATULATIONS TO OUR NEW STUDENT REPRESENTATIVE BOARD MEMBER CPT DANIEL LA VOLPA



Hawai'i – Pacific Chapter of ACHE President Claudia Crist has been named by Pacific Business News as honoree for the 2025 Women Who Mean Business Award. She is among 31 women in Hawai'i who are being honored for demonstrated excellence in both business and community leadership.



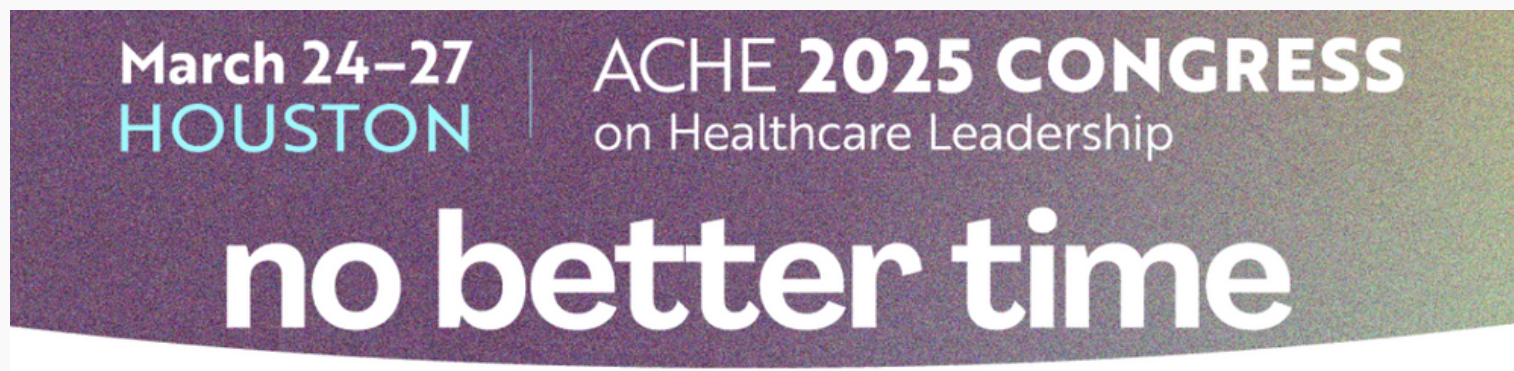
Want us to post a member recognition?
Email us at Contact@HawaiiPacificACHE.com

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EVENTS

CONGRESS MARCH 24–27, 2025



Join over 6,000 healthcare leaders in Houston, March 24–27, 2025. There's no better time or place to strengthen connections, discover innovative solutions and elevate your impact as a leader.

HFMA MARCH 27–28, 2025

A banner for the HFMA Hawaii Annual Conference, March 27–28, 2025. The banner features the HFMA logo (a red flower) on the left and right, and the text 'HAWAII HFMA Annual Conference' in large, bold, brown letters. Below this, the dates 'MARCH 27–28, 2025' are displayed. The location is listed as Prince Waikiki, 100 Holomoana Street, Honolulu, HI 96815. Registration fees are listed for Early Bird, General, and Neighbor Island registrations. A QR code is in the bottom right corner, and a 'REGISTER NOW' button is at the bottom center.

HAWAII HFMA Annual Conference

MARCH 27–28, 2025

Prince Waikiki
100 Holomoana Street
Honolulu, HI 96815

Early Bird Registration (expires 2/21/2025)
Provider Member (ACHE/HFMA): **\$300**
Provider Non-Member **\$450**
Business Partner Member: **\$500**
Business Partner Non-Member: **\$650**

General Registration
Provider/Member: **\$450**
Provider Non-Member: **\$550**
Business Partner Member: **\$650**
Business Partner Non-Member: **\$750**

Neighbor Island Registration
Neighbor Island Member: **\$250**
Neighbor Island Non-Member: **\$350**

*Networking Included for Providers & Sponsors
Friday, March 28, 2025
8:00 AM - 9:00 AM

REGISTER NOW



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EVENTS

FACHE APRIL 30, 2025



Just added

**Hawaii - Pacific ACHE Chapter: FACHE
Informational Session & Member Social**

[Click here
to
register.](#)

Wednesday, April 30, 2025 from 5:30 PM to 7:30 PM (HST)
Stage Restaurant • Honolulu HI

Are you interested in Advancing to a Fellow? Are you needing to recertify your credentials before the end of the year?

Join us for an Informational Session to learn more about the value of the credential, the requirements to advance, and the resources to make this next move in your professional development.

A networking social with pupus and drinks will follow the session.

Location: Stage Restaurant – Cupola Gallery

Time: 5:30pm – 7:30pm

Why obtain your Fellow in the American College of Healthcare Executives (FACHE)?

- The FACHE credential demonstrates professionalism, ethical decision-making, competence, leadership skills, and commitment to lifelong learning.
- The FACHE credential symbolizes a commitment to excellence; it is a rigorous credential based on multi-faceted criteria—including a valid and reliable examination.
- Board certification provides the personal satisfaction of achieving a goal and achieving professional recognition.

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EVENTS

NEW MEMBER BREAKFAST JUNE 20, 2025

HAWAII – PACIFIC CHAPTER NEW MEMBER BREAKFAST



WHEN	Friday, June 20, 2025
WHERE	Kapi'olani Medical Center
WHAT TIME	7:00 AM - 8:00 AM

AGENDA

6:45 AM Registration / Breakfast
7:00 - 7:15 AM Chapter Overview by Hawaii - Pacific ACHE President
7:15 - 7:30 AM Committee Chairs Overview
7:30 - 8:00 AM Network

Please register on EventBrite by June 11, 2025

For more information visit <https://hawaii.ache.org>

We are excited to welcome you to the Hawai'i – Pacific Chapter of ACHE! Please join us for our New Member Breakfast on Friday, June 20, 2025 from 6:45am – 8:00am. This event is an opportunity to connect with other new members and our Board of Directors, and learn about our current programs and events. If you recently joined our Chapter in 2023, 2024, and 2025, this event is for you!

Agenda

6:45am – 7:00am Registration and breakfast begins
7:00 – 7:15am Chapter Overview by Hawai'i – Pacific ACHE President
7:15 – 7:30am Committee Chairs Overview
7:30 – 8:00am Networking

[Click here to register.](https://hawaii.ache.org)

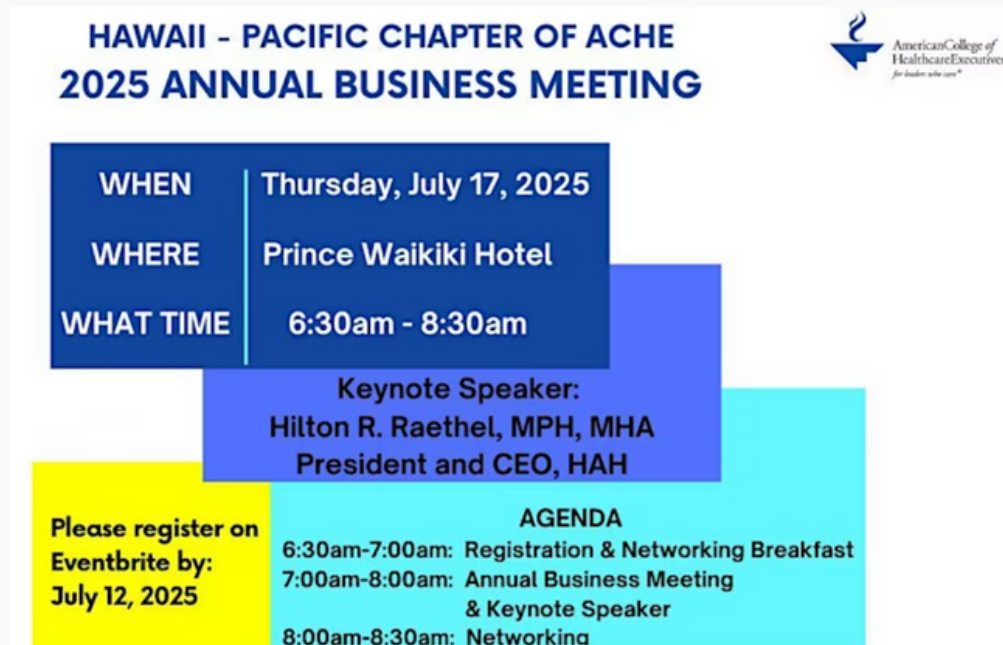
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EVENTS

ANNUAL BUSINESS MEETING JULY 17, 2025



**HAWAII - PACIFIC CHAPTER OF ACHE
2025 ANNUAL BUSINESS MEETING**



WHEN	Thursday, July 17, 2025
WHERE	Prince Waikiki Hotel
WHAT TIME	6:30am - 8:30am

Keynote Speaker:
Hilton R. Raethel, MPH, MHA
President and CEO, HAH

**Please register on
Eventbrite by:
July 12, 2025**

AGENDA

- 6:30am-7:00am: Registration & Networking Breakfast
- 7:00am-8:00am: Annual Business Meeting & Keynote Speaker
- 8:00am-8:30am: Networking

We are excited to announce that our Annual Business Meeting will take place on July 17, 2025 from 6:30am – 8:30am at the Hawai'i Prince Hotel.

Please mark your calendar and save the date! This meeting is a great opportunity to connect with fellow members, reflect on our achievements, and discuss plans for the future.

Our keynote speaker is Hilton R. Raethel, President and CEO Healthcare Association of Hawai'i (HAH).

We look forward to seeing you there!

[Click here to register.](#)

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VISIT OUR WEBSITE

There are many opportunities to get involved in our Chapter. Joining a committee is a great way to participate. To learn more about the Hawai'i – Pacific Chapter of ACHE visit our website at <https://hawaii.ache.org>.



Questions? Contact us at Contact@HawaiiPacificACHE.com.

THANK YOU TO OUR SPONSORS

Mahalo to Our Amazing 2024 Sponsors!

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Gold Sponsors



SAFE HARBOR

Silver Sponsors





Time for a Mission Checkup?

Susan A. Reeves, EdD, RN

Reviewing mission and values should be on a leader's to-do list.

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Leaders' ability to consistently make decisions and act in accordance with the organization's stated mission and values is one of the strongest predictors of whether those leaders will be judged by those they serve to be acting in an ethical manner. When leaders make decisions that are not aligned with their organization's mission and values, the consequences can be significant and far-reaching.

Given that mission and values statements are so critical to a high-functioning healthcare organization, a regular review can ensure they are cogent, comprehensive and contemporary. In addition, leaders should make regular efforts to meaningfully connect their stakeholders—including patients, staff and the community—to the mission and values. In other words, leaders must make the mission and values live and breathe in the organization's everyday life. Doing so drives loyalty, engagement and trust in all who work for, and are served by, the organization.

Reevaluating Mission and Values Statements: Lessons From Students

Last summer, while teaching a course in organizational ethics to graduate students in a master of health administration program, I created an introductory assignment designed to explore the significance of an organization's mission and values statements in guiding leader behavior and in setting the organization's ethical guideposts. Fifteen students accessed a healthcare organization's mission and values statements and then analyzed whether the statements provided sufficient guidance to aid a leader's decision-making. In addition, the students were to identify ways, if deemed necessary, to strengthen the statements. Their findings were interesting.

The students found, and I agreed, that many mission statements were likely inadequate at providing sufficient guidance for decision-making in today's turbulent healthcare environment. Some found that instead of mission statements, the organizations they reviewed had chosen to promulgate visionary phrases to express their missions. Although these statements certainly expressed an organization's aspirations, they were more appropriate for marketing purposes versus being able to express the "why" of the organization's existence or to guide leader decision-making.

As for the values statements analysis, the students found that there were many common values expressed among the healthcare organizations they chose to examine. Caring, compassion, patient centricity, safety, innovation and teamwork were among the more frequently stated values.



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What the students discovered to be most useful in the values statements were the instances when not only was the value stated but when the word (for example, "patient-centeredness") was accompanied by descriptive sentences that illustrated the expectation for how the values might be used to help guide leader and staff behavior as well as organizational decision-making.

Mission and Vision Statements for the Future

During the class discussion, the students also astutely noted the absence of mission statement elements and values that in today's post-pandemic health system were believed to be important. Perceived to be among the more glaring omissions was the importance of stating within the organization's mission a focus on providing a safe and fulfilling work environment for the professionals and staff employed by the organization.

Another omission they documented was educating the workforce of the future, especially those that serve on the organization's front lines.

Given the projected shortages of healthcare professionals and staff that are expected to exist well into the future, it has been increasingly evident that organizations are coming to grips with the fact of their importance as "growing fields" for a future workforce, providing opportunities for career and ongoing professional development.

Work environments must also be free of harassment and discrimination, and efforts to address the explosion of workplace violence in all forms must be a key focus of organizations today and moving forward.

The students also had recommendations for the addition of values they believed were key for all health organizations. The first addition suggested was the value of health equity. The adoption of health equity as a value would require healthcare organizations to focus efforts on eliminating a variety of injustices and other obstacles, such as preventable health disparities, to attain the healthiest population possible.

Another value thought to be important in our contemporary environment was a clear statement about the organization's commitment to ethical and honest business practices. The impact of clearly stating a value such as this provides explicit expectations for all who work within the organization.



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One might wonder why the views of a group of health administration graduate students should spur healthcare leader actions to review their organizations' mission and values statements. Consider two reasons: One, it is simply good leader and board practice to make sure that mission and values statements are reviewed on a routine basis (such as during routine strategic planning efforts) to make sure they continue to be current and comprehensive, and that they reflect the organization's day-to-day life.

Two, if we believe that the organization's mission and values provide the cornerstones that are necessary to guide leader decision-making, it is important that they are cogently stated in a way that helps all who work in the organization to see the mission and values as a foundation and guidance for their work—not only the top leaders but all leaders and staff.

These students were a tiny sample of those working in our field today who aspire to lead in the future.

Listening to what they (and the front-line, mid-level leaders and staff of your organization) need to help them make informed decisions aligned with the organization's mission and values seems prudent and forward-thinking.

Susan A. Reeves, EdD, RN, CENP, is system chief nurse executive for Dartmouth Health, headquartered in Lebanon, N.H. (susan.a.reeves@hitchcock.org).

Editor's note: For more insights on how leaders are bringing their organizations' mission and values to life, see the Web Extra "[5 Examples of How Leaders Can Bring the Organization's Mission and Values to Life](#)".



Overcoming Institutional Creatures of Habit

Dino Scanio, DHA, CO, LO

Advice for navigating staff resistance to change.

By Topic:

Leadership

Workforce

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Healthcare organizations often grapple with resistance to change, particularly from people deeply entrenched in established routines. These institutional “creatures of habit” may view new practices or technologies as disruptive to their comfort zone. The adage, “if it ain’t broke, don’t fix it” often underlies this resistance, emphasizing the perceived value of consistency and the avoidance of unnecessary change. This resistance, however, can significantly impact clinical outcomes and operational efficiency.

The reluctance to change often stems from a fear of the unknown. When people are accustomed to a particular way of doing things, they may perceive deviations as risky or disruptive. This can manifest in various ways, from outright rejection of new initiatives to passive-aggressive behaviors that undermine change efforts. The challenge for healthcare leaders is to navigate this opposition while continuing to drive necessary improvements.

The healthcare landscape is in a constant state of flux, necessitating regular reevaluation of existing processes. New technologies, regulatory changes and shifting market trends can quickly render established methods outdated or inefficient. A process may appear functional on the surface, but underlying issues or inefficiencies can become apparent over time. Even when things seem to be working well, there is often room for improvement. Small changes can yield significant long-term benefits. Additionally, familiar processes can sometimes hinder organizations’ ability to capitalize on new opportunities or advancements.

Changing the Creatures of Habit Mentality

A successful approach to changing the mentality of institutional creatures of habit requires a delicate balance of empathy, firmness and effective communication. Strategies to overcome this resistance include:

- **Practicing empathy and understanding.** Acknowledge the discomfort associated with change. Recognize that people may have valid concerns about the potential impact on their work. By empathizing with differing perspectives, leadership can build trust and foster a more receptive environment.
- **Communicating clearly.** Articulate the reasons for change and the expected benefits. Use data and evidence to support the rationale, demonstrating that changes are not arbitrary but driven by a desire to improve patient care or organizational performance.
- **Involving stakeholders.** Invite people to participate in the change process. Seek their input and address their concerns directly. By involving stakeholders early on, leadership can increase buy-in and reduce resistance.



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- **Adopting a phased implementation.** Introduce changes gradually to minimize disruption and allow people to adjust to the new practices. A phased approach can help alleviate fears and build staff's confidence in the changes.
- **Providing training and support.** Offer comprehensive training and support to ensure employees have the skills and knowledge necessary to implement the new practices effectively. This will help mitigate any concerns about their ability to adapt.
- **Celebrating successes:** Recognize and reward those who embrace change and contribute to its successful implementation. This positive reinforcement can encourage others to adopt a more open-minded attitude.

Healthcare leaders should also remember the importance of their own presence. No matter how busy they are, taking time to connect with their team members is nonnegotiable. A leader's support serves as a beacon, guiding teams through the stormy seas of change. By demonstrating a commitment to transformation, leaders inspire their teams to do the same. Personal engagement is not just a gesture; it is a catalyst that ignites passion, fuels determination and reinforces the belief that together, they can weather any storm.

The Psychology Behind Resistance to Change

Understanding the psychological factors that fuel resistance to change can help healthcare leaders develop more effective strategies to overcome it. Several psychological concepts are relevant in this context:

- **Loss aversion:** People tend to be more sensitive to losses than to gains. When change is introduced, they may perceive the potential loss of familiar routines, comfort zones or social connections as more significant than the potential gains.
- **Fear of the unknown:** Uncertainty about the future can trigger anxiety and resistance. People may fear the unknown consequences of change, such as job insecurity, increased workload or skill obsolescence.
- **Status quo bias:** People often prefer the status quo, even if it is less than ideal. This bias stems from a desire to minimize effort and avoid risk.



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With these psychological insights in mind, healthcare leaders can employ the following strategies to mitigate resistance and foster a culture of innovation:

- **Frame change positively.** Emphasize the benefits of change, such as improved patient outcomes, increased efficiency or enhanced job satisfaction. Focus on the positive impact for people and the organization.
- **Involve staff in the change process.** By involving stakeholders in decision-making and implementation, leaders can increase buy-in and reduce resistance. This approach also provides an opportunity to address concerns and alleviate fears.
- **Provide transparent communication and support.** Open and honest communication is essential to dispel rumors and misinformation. Regularly update stakeholders on the progress of change initiatives and provide clear guidance and support to help them navigate the transition.
- **Build trust and relationships.** Strong relationships between leaders and their teams are crucial for fostering a positive change culture. Leaders can develop strong relationships with their teams by fostering open and honest communication, actively listening to team members' ideas and concerns, showing empathy and understanding, and celebrating team successes.

Overcoming institutional creatures of habit is a critical task for healthcare organizations. By cultivating a culture that values innovation, empathy and collaboration, leaders can create an environment where change is embraced as an opportunity for growth and improvement rather than a threat to the status quo.

This positive shift will not only lead to better patient care and enhanced organizational performance, it will also foster a more fulfilling work environment for healthcare professionals. By empowering their teams, inspiring innovation and nurturing a sense of shared purpose, healthcare leaders can overcome resistance to change and drive sustainable improvements that benefit patients, staff and the organization overall.

Dino Scanio, DHA, CO, LO, is director of clinics, Driscoll Children's Hospital, Corpus Christi, Texas, and an ACHE Member (Dino.Scanio@dchstx.org).