



# #ChapterChallenge

## To Eliminate Disparities in the Advancement of Healthcare Executives and Healthcare Management Excellence

I, \_\_\_\_\_, on behalf of  
**Name, Title**

\_\_\_\_\_  
**Chapter Name**

\_\_\_\_\_  
**Chapter District**

\_\_\_\_\_  
**Chapter State**

pledge my commitment toward achieving the #ChapterChallenge goals in the next **12 months**:

1. Increase the collection of chapter member sociodemographic data (e.g. age, veteran status, gender, race/ethnicity, sexual orientation, etcetera).
2. Choose an [Award of Chapter Excellence Indicator](#) to stratify by the data that you collect in Step 1:
  - Education & Networking Performance
  - Net Membership Growth
  - Level of Member Satisfaction
  - Advancement of Eligible Members
3. Determine if a disparity exists in the Indicator that you chose in Step 2. If yes, design and implement a plan to address this gap. If no, return to Step 2 and choose a new Indicator.

**Contact:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Date:** \_\_\_\_\_

*Please scan and email this form to the ACHENJ at [chapterchallenge@achenj.com](mailto:chapterchallenge@achenj.com) or accept the challenge online at <https://chapterchallenge.wufoo.com/forms/chapterchallenge/>*

## #ChapterChallenge Case in Point

**ACHENJs #MyFellowWomen - Ensuring that women have equal opportunity and representation in the C-Suite through advancement to Fellow**

**Background:** ACHENJ is New Jersey's premier healthcare administration association, with over 800 healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations. As a chapter of the American College of Healthcare Executives, ACHENJ advances its members and healthcare management excellence by providing local-level access to networking, education, and career development opportunities for a diverse community of early, mid, and senior-level careerists. Through such efforts, ACHENJ offers a pathway to the prestigious FACHE® credential, signifying board certification in healthcare management.

**Increase the collection of chapter member sociodemographic data (e.g. age, veteran status, gender, race/ethnicity, sexual orientation, etcetera):** In March 2018, ACHENJ used preferred salutations to infer the genders of 824 non-student members. Eighty six percent of members self-reported gender-specific salutations ("Mr." or "Ms."). An internet search was conducted to identify the remaining 14% of members for whom salutations were mostly gender neutral (e.g. Dr, Colonel, Colleague, etcetera).

**Choose an [Award of Chapter Excellence Indicator](#) to stratify by the data that you collect in Step 1:**  
Advancement of Eligible Members

**Determine if a disparity exists in the Indicator that you chose in Step 2. If yes, design and implement a plan to address this gap. If no, return to Step 2 and choose a new Indicator:** Chapter members were stratified by gender (male, female, other) and Fellow status (fellow, non-fellow). 33% of men had advanced to Fellow versus 23% of women. The association between gender and Fellow status was statistically significant ( $p < 0.05$ ).

Chapter members were also stratified by C-Suite status (C-Suite, not C-Suite). Men were more than twice as likely as women to self-report being in the C-Suite. The gender gap between men and women who had advanced to Fellow, however, was reduced by 30%.

To address these gaps in Fellow status and ensure that its women members are best positioned to enter the C-Suite, ACHENJ has announced the launch of "[#MyFellowWomen](#)," the Chapter's first ever women-focused advancement initiative. [#MyFellowWomen](#) sets forth a vision for advancing at least 20 women members by 2020. Other ACHE chapters are invited to participate.

**For media inquiries or to join the [#MyFellowWomen](#) campaign:**

Alex J. Puma  
ACHENJ Presidential Officer, 2017 - 2020  
[chapterchallenge@achenj.com](mailto:chapterchallenge@achenj.com)



## **#ChapterChallenge Campaign**

### **An International Call to Action to Eliminate Disparities in the Advancement of Healthcare Executives and Healthcare Management Excellence**

#### **Accept the #ChapterChallenge to Eliminate Disparities in the Advancement of Healthcare Executives and Healthcare Management Excellence.**

As the state's premier healthcare administration association, the American College of Healthcare Executives of New Jersey (ACHENJ) is committed to increasing diversity and inclusion in healthcare leadership and the healthcare management field.

In order to ensure the equitable delivery of high-quality services to all ACHE members and other healthcare executives inside of its chapter area, ACHENJ is focused on identifying and eliminating disparities in its performance relative to the ACHEs Award of Chapter Excellence Indicators: Education & Networking Performance, Net Membership Growth, Level of Member Satisfaction, and Advancement of Eligible Members.

#### **Further, ACHENJ is challenging every ACHE chapter leader to commit to the following:**

1. ACCEPT THE CHALLENGE – Pledge your commitment toward achieving the #ChapterChallenge goals in the next 12 months;
2. BEGIN THE WORK – Implement strategies that aim to eliminate disparities in education and networking, recruitment, satisfaction, and/or advancement; and
3. SHARE YOUR SUCCESS – Achieve the #ChapterChallenge goals, tell your stories, share your learnings, and encourage your ACHE colleagues to do the same.

We intend to develop a recognition system that honors ACHE Chapters making progress in these areas and will feature their commitments and achievements on our website. Visit us at <http://ahenj.ache.org/>.

**If you have questions, please contact the ACHENJ at [chapterchallenge@achenj.com](mailto:chapterchallenge@achenj.com). Accept the Challenge online at <https://chapterchallenge.wufoo.com/forms/chapterchallenge/>**

# **A Guide for Identifying Gender Disparities in Advancement to FACHE**



Log in to <http://www.ache.org/>. Go to the Chapter Service Center.

The screenshot shows the top navigation bar of the ACHE website with the following items: About ACHE, Credentialing, Education, Publications, Research & Resources, Job Center, Career Resources, Chapters, and Member Center. A dropdown menu is open under 'Chapters', listing 'Chapter Directory/Find a Chapter', 'Chapter Leaders Conference', 'Chapter Service Center' (circled in red), and 'Benefits of Chapter Participation'. Below the navigation is a 'Print This Page' button. The main content area features a large 'About ACHE' heading and a paragraph describing the organization's mission and history. A sidebar on the right contains a 'Helpful Links' section with a link to 'Local Chapters'. The bottom of the page has a 'General Information' section with a list of links.

Chapter Directory/Find a Chapter  
Chapter Leaders Conference  
**Chapter Service Center**  
Benefits of Chapter Participation

Print This Page

## About ACHE

The American College of Healthcare Executives is an international professional society of 40,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. ACHE's mission is to advance its members and healthcare management excellence. ACHE offers its prestigious FACHE® credential, signifying board certification in healthcare management. ACHE's established network of 78 chapters provides access to networking, education and career development at the local level. In addition, ACHE is known for its magazine, *Healthcare Executive*, and its career development and public policy programs. Through such efforts, ACHE works toward its vision of being the preeminent professional society for leaders dedicated to improving health. **The Foundation of the American College of Healthcare Executives** was established to further advance healthcare management excellence through education and research. The Foundation of ACHE is known for its educational programs—including the annual Congress on Healthcare Leadership, which draws more than 4,000 participants—and groundbreaking research. Its publishing division, Health Administration Press, is one of the largest publishers of books and journals on health services management, including textbooks for college and university courses.

General Information

- Annual Report
- Directory of Services
- Fact Sheet
- Media Center
- 2018 Premier Corporate Partners
- Become an ACHE Premier Corporate Partner
- Members and Fellows Profile
- Strategic Plan
- Governance
- Board of Governors
- Council of Regents

Helpful Links

- Local Chapters

# Select “Membership” from the Chapter Service Center Main Menu.

Home / Chapters / Chapter Service Center [Print This Page](#)

## Chapters

**Chapter Directory/Find a Chapter**

- Chapter Leaders Conference
- Chapter Service Center
- Member Reinstatement Outreach Initiative
- Business Center
- Reports
- Education for Chapter Leaders
- Diversity Initiative Resources
- Manage Your Chapter Events
- Chapter Awards
- Membership
- Volunteer Engagement
- Chapters and Student Associates
- Chapter News and Newsletter Support
- Benefits of Chapter Participation

**Welcome to Your Chapter Service Center!**

The Chapter Service Center contains online tools and documents used in planning and maintaining your successful chapter. Click on the menu items to review or download documents, run queries and reports, or register for chapter programs.

### Chapter Service Center Main Menu

- Chapter Member Reinstatement Outreach Initiative**  
Resources to make a difference with your chapter's suspended members.
- Chapter Business Center**  
Basic chapter management resources including Governance and Sponsorship manuals, information on establishing local program councils and ACHE preferred vendor agreements.
- Reports**  
This section contains the Dashboard Report, Development Reports, Performance Reports, the Chapter Recruitment and Advancement Report, and Chapter Member Needs Surveys.
- Education for Chapter Leaders**  
Resources to educate chapter leaders through chapter management webinars, self study programs and the Chapter Leaders Conference.
- Diversity Initiative Resources**  
Resources needed for the chapter to develop and conduct diversity and inclusion initiatives, including ACHE resources.
- Manage Your Chapter Events**  
Resources you need to conduct ACHE Face-to-Face and Qualified Education programs, including how to submit programs for approval, report program statistics and implement online event registration.
- Membership**  
Resources to manage the chapter roster, to recruit, retain and assist in the advancement of members.

**Helpful Links**

- Chapter Leaders Update
- Recognition/Promotional Items
- Healthcare Executive's Chapter News

# Select “Chapter Roster Tool” from the Membership Menu.

Home / Chapters / Chapter Service Center / Membership

[Print This Page](#)

## Chapters

### Membership

**Engage, Recruit and Retain Your Members**

- **Chapter Roster Tool**
- Chapter Recruitment and Advancement Report
- Recruitment and Retention Manual

**Engagement Toolkit:**

- Sample New Member Welcome Letter
- Sample New Member Welcome Guide *\*Provided by the South Carolina Chapter*
- Sample New Member Welcome Guide Cover
- AACHE Suggested Monthly Membership Recruitment and Retention Promotional Offers

**Recruitment Toolkit:**

- Sample Chapter Flier
- Sample Chapter Notecard
- Sample Chapter Notecard Instructions
- Sample Chapter Postcard
- Sample Chapter Postcard Instructions
- Sample Chapter Card Logo
- Sample Chapter Card Name
- Sample Non-Member, Attending Event Recruitment Letter

**Helpful Links**

- Chapter Leaders Update
- Recognition/Promotional Items
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Chapter Directory/Find a Chapter

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- Benefits of Chapter Participation

# Read the Terms of Usage Agreement and select “I Agree.”

## Terms of Usage Agreement

*Please read the following terms and conditions before proceeding. The American College of Healthcare Executives will grant you a limited license to use ACHE member contact information only if you accept all of the terms and conditions contained in this nonexclusive, nontransferable agreement. If you accept and agree to be bound by the following terms and conditions, please click the “I Agree” button below. If you do not wish to be bound by these terms and conditions, please click the “I Disagree” button below.*

I understand that the ACHE member contact information I will receive using the online Chapter Query Tool is proprietary and confidential property of the American College of Healthcare Executives. As such, ACHE reserves the right to control the use of this information for the benefit of its members. ACHE also recognizes its commitment to the independent chartered chapters of ACHE and therefore supplies ACHE member contact information for the purpose of promoting chapter membership and the chapter’s programs, products, and services in accordance with relevant sections of the Chapter Agreement.

The terms and conditions of usage for ACHE member contact information are as follows:

1. The member contact information provided is for onetime use only. Any information provided may be used only once. A new request must be made for additional use.
2. The member contact information for all or some of the members located in a chapter’s geographic territory may be provided to the chapter up to 12 times per year and may be provided no more than 2 times in a single month.
3. The member contact information may only be used for the promotion of chapter membership, programs, products, and services. It may not be used by or given to any other organization or individual for any purpose. It may not be used to promote any other organization or individual.
4. The member contact information is confidential and proprietary and must be protected by the chapter in accordance with the Chapter Agreement. Failure to do so may be grounds for termination of the Chapter Agreement.
5. The chapter must agree to abide by all applicable laws and regulations regarding the use of the member contact information and the protection of each member’s privacy.
6. The communication for which this member contact information is used must meet the applicable and current ACHE Corporate Identity Standards for Independent Chapters, in accordance with the Chapter Agreement.

As a duly authorized chapter representative, I agree/disagree.

I Agree  I Disagree

# Select “Quick Download” next to “ACHE Members in your chapter area.”

**Please select from your list of contacts below.**

*ACHE Members in your chapter area.*

View members of your chapter

Quick Download

*ACHE Members, outside of your area, who have opted-in to your contact list.*

View ACHE opt-in

Quick Download

*All contacts in the above groups.*

View all categories

Quick Download

*Leaders, committee chairs and committee members of the chapter.*

View leaders of my chapter

**Or select from one of the predefined query options below.**

Run Query

Recently inactive members in my chapter (1 year or less)

Run Query

\* Executives in the C-suite.

\*\* Members that have a Master's degree, three years of ACHE membership tenure and have self-identified that they hold a healthcare management position at a Director level or above.

# Select “All senior-level\* executives in my chapter” from the dropdown next to “Run Query.”

Please select from your list of contacts below.

ACHE Members in your chapter area.

View members of your chapter Quick Download

ACHE Members, outside of your area, who have opted-in to your contact list.

View ACHE opt-in Quick Download

All contacts in the above groups.

View all categories Quick Download

Leaders, committee chairs and committee members of the chapter.

View leaders of my chapter

Or select from one of the predefined query options below.

Run Query Recently inactive members in my chapter (1 year or less) Run Query  
Recently inactive members in my chapter (1 year or less)  
**All senior-level\* executives in my chapter**  
\* Executives All members of my chapter who are CEOs  
\*\* Members All contacts in my chapter who may be eligible to advance\*\* and have not completed a Fellow application (new to the process)  
Director level All contacts in my chapter who completed a Fellow application prior to January 1, 2017 (must pass the BoG Exam by 12/31/17 to advance or must reapply)  
All contacts in my chapter who completed a Fellow application after January 1, 2017  
All contacts in my chapter from the three groups above  
All members of my chapter who have advanced to Fellow status in the current year  
All members who are new to my chapter's area in the current year  
All members of my chapter who have joined ACHE during the current year  
All early-careerists in my chapter  
Members of my chapter who received a Leader-to-Leader point last month  
Members of my chapter who received a Leader-to-Leader point during the current year

# Select “Run Query.”

**Please select from your list of contacts below.**

*ACHE Members in your chapter area.*

View members of your chapter

Quick Download

*ACHE Members, outside of your area, who have opted-in to your contact list.*

View ACHE opt-in

Quick Download

*All contacts in the above groups.*

View all categories

Quick Download

*Leaders, committee chairs and committee members of the chapter.*

View leaders of my chapter

**Or select from one of the predefined query options below.**

Run Query All senior-level\* executives in my chapter

Run Query

\* Executives in the C-suite.

\*\* Members that have a Master's degree, three years of ACHE membership tenure and have self-identified that they hold a healthcare management position at a Director level or above.

# Group your members using the “MT\_DESCRIPTION” and “SALUTATION” fields.

Roster field	IF a member is ...	THEN group as ...
MT_DESCRIPTION	“Fellow” or “Life Fellow”	Fellow
	“Faculty” or “Honorary Member” or “Retired”	Non-Fellow
	“Student”	Exclude
	“Ms.”	Female
SALUTATION	“Mr.”	Male
	“Dr.” or “Lieutenant” or “Captain” or “Colonel”	Other

**Table 1: Create this table using data from the worksheet with all members.**

	Percent	Count
<b>Male</b>	<b>100.0%</b>	<b>457</b>
Non Fellow	66.7%	305
Fellow	33.3%	152
<b>Female</b>	<b>100.0%</b>	<b>361</b>
Non Fellow	77.0%	278
Fellow	23.0%	83
<b>Grand Total</b>	<b>100.0%</b>	<b>818</b>

## Table 2: Create this table by combining data from both of your worksheets.

	Count	Percent
<b>Male</b>	<b>457</b>	<b>55.9%</b>
<b>Non Fellow</b>	<b>305</b>	<b>66.7%</b>
Not C-Suite	230	75.4%
C-Suite	75	24.6%
<b>Fellow</b>	<b>152</b>	<b>33.3%</b>
Not C-Suite	91	59.9%
C-Suite	61	40.1%
<b>Female</b>	<b>361</b>	<b>44.1%</b>
<b>Non Fellow</b>	<b>278</b>	<b>77.0%</b>
Not C-Suite	247	88.8%
C-Suite	31	11.2%
<b>Fellow</b>	<b>83</b>	<b>23.0%</b>
Not C-Suite	62	74.7%
C-Suite	21	25.3%
<b>Grand Total</b>	<b>818</b>	<b>100.0%</b>

**Table 3: Create this table by combining data from both of your worksheets.**

	Percent	Count
<b>Male</b>	<b>54.5%</b>	<b>482</b>
Not C-Suite	71.6%	345
C-Suite	28.4%	137
<b>Female</b>	<b>45.5%</b>	<b>402</b>
Not C-Suite	87.1%	350
C-Suite	12.9%	52
<b>Grand Total</b>	<b>100.0%</b>	<b>884</b>

# Enter data from Table 1 into a 2x2 contingency table at <https://www.graphpad.com/quickcalcs/contingency1/>. Select “Calculate.”

## Enter your data

Enter the number of subjects actually observed. Don't enter proportions, percentages or means.  
[Learn how to create a contingency table.](#)

	Male	Female
Non Fellow	<input type="text" value="305"/>	<input type="text" value="278"/>
Fellow	<input type="text" value="152"/>	<input type="text" value="83"/>

## Which test

There are three ways to compute a P value from a contingency table. Fisher's test is the best choice as it always gives the exact P value, while the chi-square test only calculates an approximate P value. Only choose chi-square if someone requires you to. The Yates' continuity correction is designed to make the chi-square approximation better. With large sample sizes, the Yates' correction makes little difference. With small sample sizes, chi-square is not accurate, with or without the correction.

- Fisher's exact test (recommended)
- Chi-square with Yates' correction
- Chi-square without Yates' correction

A P value can be calculated with either one or two tails. We suggest always using two-tailed (also called two-sided) P values. [Read more about P values.](#)

- Two-tailed (recommended)
- One-tailed

## NOTE

We used Fisher's exact test to examine the relationship between gender and Fellow status. If the difference was statistically significant at the alpha  $\leq 0.05$  level, we called that a disparity.

**Significance testing is optional.** Your Chapter should decide what qualifies as a disparity and what does not.

# Interpret the P value. Identify whether or not a disparity exists.

## QuickCalcs

1. [Select category.](#)
2. [Choose calculator](#)
3. [Enter data](#)
4. [View results](#)

### Analyze a 2x2 contingency table

	Fellow	Non Fellow	Total
Male	152	305	457
Female	83	278	361
Total	235	583	818

#### Fisher's exact test

The two-tailed P value equals 0.0014

The association between rows (groups) and columns (outcomes) is considered to be very statistically significant.

[Learn how to interpret the P value.](#)

Fisher's test is said to be exact, but some say it provides an [exact answer to the wrong question](#). While everyone agrees on how to compute one one-sided (one-tailed) P value, there are actually three methods to compute "exact" two-sided (two-tailed) P value from Fisher's test. This calculator uses the method of summing small P values [Read more](#). Prior to 5-April-2004 this QuickCalc used the "mid-P" calculation which resulted in a different two-tailed P value.

"The P value from a Fisher's or chi-square test answers this question:

If there really is no association between the variable defining the rows and the variable defining the columns in the overall population, what is the chance that random sampling would result in an association as strong (or stronger) as observed in this experiment?"

Source: [GraphPad](#)

## **Examine the relationship between gender, Fellow status, and C-Suite status.**

- If you identify a disparity, use Tables 2 and 3 to answer these questions:
  - Is there a greater percentage of men than women in the C-Suite? If yes ...
  - What happens to the percentage gap when you compare men and women Fellows? If the gap gets smaller ...
  - Use these observations to help explain why it is important to eliminate the disparity in advancement to Fellow.

**Accept the challenge. Join the campaign.**

- Accept the #ChapterChallenge:
  - <https://chapterchallenge.wufoo.com/forms/chapterchallenge/>
- Join the #MyFellowWomen campaign:
  - [chapterchallenge@achenj.com](mailto:chapterchallenge@achenj.com)