1. As the health care landscape continues to change, what are some of the common challenges facing the entire ASHE membership?

I believe the most pressing challenges facing ASHE membership are aging infrastructure and workforce recruitment and retention.

There is a great need to keep our facilities suitable for high quality patient care. Unfortunately, due to limited resources, much of our infrastructure is aging and not in line with the rapid changes in codes and regulations. In many cases, during the strategic planning process, existing facility conditions are not taken into consideration and this causes construction and facility maintenance challenges down the road.

As baby boomers retire, we do not have enough healthcare professionals entering the workforce to offset the loss of talent and skills needed to lead our teams. We need to engage more universities and technical schools to train healthcare facility professionals.

Furthermore, the COVID-19 pandemic has impacted continuing education. As it becomes more difficult for our members to attend educational conferences, it is critical that we work to develop additional online courses, webinars, and workshops so that our members can stay up to date on the changes in our industry.
2. **What can ASHE do to ensure that the needs of all members are being met?**

To meet the needs of our members, we must have the support of health care executives. I will work hard to create a strong partnership with the American College of Healthcare Executives (ACHE). Strengthening this relationship will benefit us all.

Our organization’s demographics have changed over the years and in order to accommodate our diverse membership, we need to open the lines of communication so that we better understand what is important to everyone. I will engage ASHE to create more collaborations with researchers and educational leaders to develop healthcare related courses for our young professionals and add more online courses and webinars to the ASHE Academy.

There is no doubt that the COVID-19 pandemic has changed the way we do business. Understandably, there is fear and uncertainty about the future. We need to make sure that this does not deter professionals from wanting to work in healthcare. ASHE should take the lead to bring healthcare communities together and build a well-rounded framework to sustain our future operational challenges. ASHE and ACHE should join forces in our advocacy efforts to remove regulations and standards that are not based in science and do not support patient care.

3. **The ASHE Board sets the vision and strategic direction for the organization. What specific initiatives would you like to accomplish to help advance ASHE strategic plan?**

One of our overarching goals in strategic planning is to achieve operational excellence. I believe that career development and professional reputation are fundamental in this endeavor. This begins by recruiting visionary leaders who encourage members to develop personal goals and support for their activities. I will team up with the individual chapters and create a plan to involve and inspire more members.

Continuing education is critical. Our members are challenged with keeping up with the rapid changes and ambiguity in industry codes and standards. I
will continue to promote and encourage our members to obtain ASHE’s certifications and designations such as CHPEW, CHFM, CHC, SASHE, and FASHE. These titles provide important industry recognition and career advancement opportunities.

I am a big proponent of energy savings and the positive impact it has on our facilities and patient care. I will continue to support our campaign to recruit more facilities into our Energy to Care program. We currently have 3,600 facilities participating and I will collaborate with chapters to increase that number to 5,000 by the end of 2023.

4. **What professional or personal experiences have helped prepare you to serve as ASHE President?**

I joined the healthcare profession thirty years ago after working in the construction field. Throughout my career, my passion has been to improve the quality of the healthcare industry.

Today, I am proud to serve as a division director with CommonSpirit Health, one of the most diverse non-profit healthcare organizations in the country. In this role, I oversee several healthcare facilities across the Midwest and have firsthand knowledge of the daily demands many of our members face. In addition to my on the job duties, I have served as President for four different ASHE chapters, on the Healthcare Executive Leadership Council (HELC) with executives from healthcare systems across the country, and I am a current member of the ASHE Board. These many roles and experiences have given me a deep understanding of the financial complexities and current and future challenges our industry faces. I believe I am well equipped to serve as the next ASHE President.