



Great Lakes Chapter
of the American College of
Healthcare Executives

President's Report

With the Nobel and Oscar awards behind us and the Pulitzer Prize just around the corner, it seems like a good time to talk about awards. There is a lot of media hype surrounding these events. During the Oscars, we like to watch the red carpet and check out the new styles of celebrities. For me, the publicity before the event always seems like so much more than the event itself. Or maybe it's because I fall asleep before the end of the event as the acceptance speeches drone on.

The award and the pre-event typically focus of one person who is receiving the award. Although rarely is it ever that one person who achieves the milestone all by themselves. While recognizing one person, the rest of the team is in the shadow. We used to have that singular focus in health care. Historically we would recognize the fine work of the physician or the CEO. We never really talked very much about the team that worked with him. And it usually was a 'he.' But we've shifted. Now we focus more on teams that make our success happen. We hear about the Transplant team or the Neonatal team or the Response team. Our Quality award ceremonies always talk about team effort.

ACHE also presents their awards each year to recognize chapters that stand out from the 82 chapters in the United States, Puerto Rico and Canada. This year the Great Lakes chapter is again being recognized for our outcomes. We received the Chapter Merit Award based on our high performance against standard criteria.

The Great Lakes chapter is a top performer because of our teamwork. It takes a lot to organize and offer all the educational events in such a large geographic area. We worked hard to open up teleconferencing for our members. And we creatively found a way to produce and distribute this quarterly newsletter. This exemplifies teamwork in action by a small group of people who all have demanding full-time careers.

No red carpet for us, however. But if you would, take a look at the people serving on the board, and give them an "Atta Boy!" or "Atta Girl!" for helping Michigan stand out amongst the rest.

Mary Kay VanDriel
GLACHE President
President, Value Health Partners

Become a Valued Sponsor

Your organization can support GLACHE by becoming a sponsor, giving you exposure to 100's of healthcare professionals. Your contribution helps to offset meeting costs and enables GLACHE to provide programs that enhance the professional development of healthcare executives. Several sponsorship categories are available and all donations are tax-deductible. For more details, please contact Dave DeSimone, FACHE, Chapter Vice President at davidd@mclaren.org or call (810) 342-4281. We would like to thank our sponsors for their continued support!

History

- The Great Lakes Chapter of the American College of Healthcare Executives exists to provide educational and networking opportunities for healthcare leaders in Western, Northern and Central Michigan.
- The Great Lakes Chapter was historically known as the West Michigan Healthcare Executives Group (WMHEG), which was established in 1988, with approximately 50 members. In March 2004, WMHEG was revitalized as a chapter of the American College of Healthcare Executives (ACHE), based in Chicago. Also in 2004, ACHE affiliates in the Central and Northern portions of Michigan agreed to combine efforts as The Great Lakes Chapter.

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Regent's Report



Dear Michigan and Northwest Ohio
ACHE Members:

Who said we wouldn't survive to 2010? It's here and so are we.

Calling all leaders . . .

As healthcare leaders, we are called to action like never before. Our overall health status in Michigan and NW Ohio is not good. We rank unfavorably when compared to the rest of the nation in chronic diseases, obesity and sedentary lifestyle. As a result, the cost of

healthcare per capita in our region is among the highest nationally. Complicating matters is the loss of health insurance coverage due to the deteriorating job market.

I don't want to simply rehash depressing news. There are enough pundits out there who can do that. I do want to call us to action as agents of change for our organizations. We're under duress as half of our hospitals are losing money from operations today – a condition that cannot last. We must look for ways to ensure the sustainability of the healthcare services we provide while supporting our communities in taking better care of themselves.

We are creatures of habit, for sure, but let's be open to change and to new models of healthcare that need to be implemented. We can lead change into the future and to a sustainable healthcare enterprise and improved healthcare status for those we serve.

The pace remains steady in 2010 . . .

As I finish my second year as Regent (three-year term), I'm proud of our two ACHE Chapters, GLACHE and MHEGA. Congratulations to GLACHE for winning the merit award from ACHE this year. Both our chapters have set an aggressive pace for the year ahead with Advancement Sessions, interaction with our eight universities in the Higher Education Network, continuing education for membership and networking sessions. You can obtain many of the needed Category I credits for sustaining your membership in ACHE right here at home, thanks to the work of our local Chapters. You can also prepare for advancement in ACHE by taking advantage of the Advancement Information Sessions planned for you during 2010.

Higher Education Network

Welcome to Oakland University whose graduate health administration program has qualified for admission into ACHE's Higher Education Network. They join our other six local programs, offering advanced education in our field, namely:

“Leadership is getting someone to do what they don't want to do, to achieve what they want to achieve.”

Tom Landry

- Central Michigan University
- Eastern Michigan University
- Siena Heights University
- University of Detroit Mercy
- University of Michigan, Flint
- University of Michigan, Ann Arbor

Waivers Allocated

Thank you to those who referred waiver applicants to me. I have allocated all waivers for this cycle and received help from Kevin Miller, FACHE, Regent for northern Ohio for an additional waiver for one of our NW Ohio members, and another from Frank Byrne, MD, FACHE, Governor for ACHE District 3.

Job Shadow Day

The job shadow program in February was a big success. I enjoyed having UDM student Tyera Nash with me on Groundhog Day, and I know many of you also hosted students for this year's job shadow day. Thanks to all involved, as this is a great way for us to connect with students and provide them with a "day in the life of a healthcare leader" experience.

Coming soon – call for nominations for the 2010 Regent's Awards

I will be calling for nominations soon for this year's Regent's Awards that are presented at the June annual membership meeting in conjunction with the Michigan Health and Hospital Association's meeting on Mackinac Island. The award categories will again include: Early Careerist Award, Senior Healthcare Award and Distinguished Faculty Award. Stay tuned.

Finally, I'll look forward to seeing as many of you as possible at the March ACHE Congress on Healthcare Leadership. I continue to be impressed with the quality of educational programming at Congress and am looking forward to the sessions for which I registered.

The snow will melt . . .

So, as it likely that we will see snow for several weeks to come, it will melt and spring will arrive and we will continue to be here. Let's continue our legacy of leadership in the year ahead.

Best regards,

**Joseph M. Tasse, FACHE
Regent for Michigan and NW Ohio
President, St. John Macomb-Oakland Hospital**



"A leader is not an administrator who loves to run others, but someone who carries water for his people so that they can get on with their jobs."

Robert Townsend

Education Update



The January GLACHE educational session, “Applying Lean Practices to Improve Patient Flow and Satisfaction” was a great success. The topic was well received as was evident by the high number of participants and thoughtful discussion that occurred during the Q & A session. We would like to thank our panelists for taking the time to provide us such an engaging presentation:

- Paul Spaude, FACHE
President and CEO, Borgess Health
- Edward Millermaier, MD
Chief Medical Officer, Borgess Health
- Shahin Motakef, FACHE
Executive Vice President and COO, Borgess Health

We would also like to thank the team from Borgess Health, who did a phenomenal job hosting this event, and our GLACHE members who helped coordinate and make possible our 6 teleconference locations around the state. Teleconferencing our educational opportunities to those throughout Michigan would not be possible without your help.

“Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.”

Stephen R. Covey

Education Session on April 29 (Up to 3 Category 1 credits)

If you have not already, please sign up and join us for a back-to-back educational session hosted at Spectrum Health. This will be an opportunity to be part of a fascinating discussion and earn up to 3.0 category 1 credits. Be on the lookout for our educational announcement on email and simply click on the “Register” icon to sign up. Multiple teleconference locations will be available – please see the GLACHE website or the educational email announcement for details.

The two sessions are:

1:00 – 2:30: Marketing and Money Series: Linking New Products, Services and ROI

3:00 – 4:30: Marketing and Money Series: Strategically Linking Your Marketing to Success in Today's Works of Social Media

Fall 2010 Education Session

Our expected topic for the fall 2010 educational session is Healthcare Reform. Dates and program details regarding this session will be coming soon.

Educational Events Group

I would like to introduce the 2010 Education Events Group: Patrick Brillantes (Sparrow), Heidi Gustine (Munson Healthcare), Pat Hatcher (McLaren), and Scott Newell (Spectrum Health). GLACHE is looking forward to making 2010 another great year in providing high quality educational opportunities for our healthcare community.

Scott Newell
Education Chair

Articles of Interest

Listening as a Key Leadership Strategy Component

Successful leaders don't talk all the time; they pay close and constant attention to the people they want to influence. If you want to do a better job of leading people, start by becoming the kind of leader your people feel comfortable talking to. Here are some guidelines.

- **Ask good questions.** The best questions generate detailed answers and thorough discussions. Instead of telling people what you want them to do, ask them what they think they should do and why. Listen before you speak, and then ask more questions that explore their thinking.
- **Don't solve problems for people.** Your employees will bring you problems and ask you what to do. Resist the impulse to tell them, or to handle the problem yourself. Instead, talk about what caused the problem, explore options and—again—listen to ideas. Even if the solution ultimately comes from your head, people will feel better about putting it to work knowing they had a fair chance to share their opinions.
- **Pay attention to feelings.** You don't have to be a psychologist to understand and take into account the emotions of your employees. Let people vent when they're upset. Acknowledge their anger when they feel they've been treated unfairly. Smile when they make a joke. You may not agree with their feelings, but you do need to validate them.
- **Look forward, not back.** Always steer your discussion toward the future. Avoid dwelling on past mistakes or last year's triumphs. Don't ignore the lessons of experience; instead, take a long-term perspective that motivates people to move forward.

Adapted from "Make Listening a Key Component of Your Leadership Strategy," *Communication Solutions*, July 2009; (800) 878-5331; www.managementresources.com.

Power Pack Your PowerPoint

Are your PowerPoint presentations putting audiences to sleep? You can take your PowerPoint from boring to boardroom quality with just a few simple tips. Instead of using PowerPoint as the visual equivalent of a road map to your speech, try thinking of PowerPoint as a magazine, a great Web site or even a movie.

PowerPoint is an excellent visual tool that can be used to win people to your point of view, but most people don't take advantage of all that it has to offer.

Don't give your audience the same old/same old. Make your presentation more powerful by putting these expert tips into action.

1. Use words sparingly. A common rookie error is to write everything you want to say on the PowerPoint slide. Bad idea. Your audience members can read too, and they'll be bored in minutes if you're just reading the presentation word for word.



"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams

Articles of Interest continued...



In order to engage your audience in what you are actually saying, use words sparingly on the PowerPoint slides. One sentence to make them think is far better than 10 bullet points that put them to sleep. Use text sparingly to point out key issues, ask questions or make a call to action.

If you need notes to remember what to say, keep them with you. Use the slides to keep momentum going.

2. Make it visually appealing. “A picture is worth a thousand words” is definitely true in PowerPoint. A single image can make a powerful statement about your message—and make your message much more memorable.

Thankfully, you are not limited to the clip art that comes with PowerPoint. One of the best resources for royalty-free, high-quality images is at dgl.microsoft.com.

(DGL stands for Design Gallery Live.) There is a box at the top of the page that allows you to search over 150,000 images, including photos and clip art. They’re easy to download and add to your presentations, and they make a huge impact.

“Be who you are and say what you feel because those who mind don’t matter and those who matter don’t mind.”

Dr. Suess

Or consider adding your own images. Would you rather see an Excel spreadsheet of the shipping department’s fourth quarter results or a photo of the guys in the shipping department, hard at work and smiling in front of a sign that says “98% Delivery Reliability”? Which one would you remember?

3. Keep it simple. It can be tempting to use all of PowerPoint’s bells and whistles, including dissolving transitions, sound effects and slide printouts. But the most effective presentations are not the ones that use a Star Wars-style title fade or a door knock sound; they’re not the ones with 15-page handouts. They’re the ones that leave you thinking about the key points of the presentation after the slides are all done.

Keep it simple when you design a PowerPoint presentation. You don’t have to use every single PowerPoint feature to be a power user. Determine what your main points are and focus on those. Sell the message you want to get across. Use PowerPoint as a tool to communicate with your audience.

By using PowerPoint to power pack your presentations, you’ll make your message—and yourself—more memorable. Change the way you think about and use PowerPoint, and all of your presentations will be a success.

Adapted from “Power Pack Your PowerPoint,” by Marie Bouvier. For more information, visit www.wordsculpture.com.

National News

ACHE Call for Nominations for the 2011 Slate

ACHE's 2010–2011 Nominating Committee is calling for applications for service beginning in 2011. All affiliates are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee and Regent-at-Large vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, District 2 (two-year term ending in 2013)
- Nominating Committee Member, District 3 (two-year term ending in 2013)
- Nominating Committee Member, District 6 (two-year term ending in 2013)
- Regent-at-Large, District 1 (three-year term ending in 2014)
- Regent-at-Large, District 6 (three-year term ending in 2014)
- Governor (three-year term ending in 2014)
- Chairman-Elect

Please refer to the following district designations for the open positions:

- **District 1:** Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont.
- **District 2:** District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia and West Virginia.
- **District 3:** Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.
- **District 6:** Uniformed Services/Veterans Affairs.

Candidates for Chairman-Elect and Governor should submit an application to serve, a copy of their resume and up to 10 letters of support.

Candidates for Regent-at-Large and the Nominating Committee should only submit a letter of self-nomination and copy of their resume.

Applications to serve and self-nominations can be submitted by U.S. mail and postmarked between Jan. 1 and July 15. Mail applications to serve to: MG David A. Rubenstein, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529. Materials also can be sent via e-mail to jnolan@ache.org or faxed to (312) 424-2828 by July 15.

The first meeting of ACHE's 2010–2011 Nominating Committee will be held on Tuesday, March 23, 2010, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE affiliates to present and discuss their views of ACHE leadership needs.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 28, 2010. All candidates will be notified in writing of the committee's decision by Sept. 30, 2010.

To review the Candidate Guidelines, visit the Affiliates Only area of ache.org and select the "Candidate Guidelines" link on the left-hand side of the page. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

ACHE Executive Program Scholarships

ACHE is pleased to announce the opportunity for members to apply for full scholarships to attend the Executive Program. The Toshiba America Medical Systems, Inc. Executive Program scholarships provide assistance to ACHE affiliates whose organizations lack the resources to fully fund their tuition.



“The leadership instinct you are born with is the backbone. You develop the funny bone and the wishbone that go with it.”

Elaine Agather

National News continued...



The ACHE Executive Program is designed to help healthcare middle managers refine their knowledge, competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over the three multi-day sessions. The program will cover such relevant topics as appraisal of personal leadership, managing disruptive behavior, talent development, understanding hospital governance, conflict management, measuring financial success, physician integration and improving patient safety and clinical quality.

The Executive Program, a three-part series of sessions, will be held at the following locations and dates: Chicago (June 21–22), San Diego (August 9–11) and Orlando (October 18–19). Participants will attend all three sessions.

To apply for a scholarship, please submit the following documents by April 9, 2010:

- A statement explaining how you, your organization and your community will benefit from your participation in the Executive Program
- Current job description and resume
- A brief description of your organization, which includes size, scope of services, and whether it is a for-profit or nonprofit organization
- A letter of support from your organization's CEO or other senior executive endorsing your candidacy to receive scholarship funds

Please submit these documents with your registration form via mail, fax or e-mail to:

Rebecca Stacy, Program Coordinator, Division of Education
 American College of Healthcare Executives
 1 N. Franklin St., Ste. 1700
 Chicago, IL 60606
 Telephone: (312) 424-9362
 Fax: (312) 424-0023
 E-mail: rstacy@ache.org

For more information on the Executive Program or the Toshiba America Medical Systems, Inc. scholarships, please go to www.ache.org/Executive.

ACHE Senior Executive Program

The Senior Executive Program prepares senior healthcare leaders for complex environments and new challenges. Past participants have been senior directors, vice presidents, COOs, CNOs and CFOs—many of whom aspire to be a chief executive officer and believe the Senior Executive Program assists them in that goal. It consists of three sessions, each two-and-a-half days in length. Locations and dates are as follows: Chicago (June 21–23), San Diego (August 9–11) and Orlando (October 18–20).

Participants grow professionally in a supportive learning environment over the three sessions. The Senior Executive Program includes such relevant topics as improving board relationships, increasing personal influence, financial management in the era of payment reform, confronting disruptive behavior, influencing public policy and reducing medical error.

Enrollment is limited to 25 healthcare executives. For those individuals whose organization lacks the resources to fully fund their tuition, a limited number of scholarships are available. For more information, contact Rebecca Stacy, program coordinator, Division of Education, at (312) 424-9362 or go to www.ache.org/Seniorexecutive.

Senior Executive/Executive Program Informational Teleconference

Join an informational teleconference on Wednesday, March 31, to learn more about the faculty, content and expected outcomes of the programs. The Senior Executive Program session begins at 2:00 p.m. CST; the Executive Program session begins at 3:00 p.m. CST. Call (877) 676-6548, follow the prompts and use code 443507077.

“Delegating work works, provided the one delegating works, too.”

Robert Half

ACHE's 2009 Premier Corporate Partners

ACHE's Twelve 2009 Premier Corporate Partners Recommit in 2010

ACHE would like to recognize our 2010 Premier Corporate Partners, whose year-round support helps ACHE further its mission and adds value to our membership. Our Premier Corporate Partners demonstrate their ongoing commitment to ACHE and its affiliates in various ways, including providing financial resources, hosting networking events and offering educational opportunities. We are proud to recognize the following twelve 2010 ACHE Premier Corporate Partners and appreciate their continuing support:

Premier Corporate Partners

AmerisourceBergen Corporation
 ARAMARK Healthcare
 Cardinal Health
 Eclipsys Corporation
 GE Healthcare
 HCA
 Johnson Controls, Inc
 Ortho-McNeil
 Phillips Healthcare
 sanofi-aventis U.S.
 Siemens Healthcare
 Trane



GE Healthcare



PHILIPS



SIEMENS



**“If you don't know
 where you are going,
 any road will get you
 there.”**

Lewis Carroll



Great Lakes Chapter of the American College of Healthcare Executives

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ACHE Vision Statement:

Be the premier professional society for healthcare executives dedicated to improving healthcare delivery.

ACHE Mission Statement:

To advance our members and healthcare management excellence.

2010 Board Members

Mary Kay Van Driel, EdD, RN, **President**
Value Health Partners
EMAIL: marykay.vandriel@valuehealthpartners.org

Jan Sternberg, PhD, FACHE, **Vice President**
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David DeSimone, FACHE
McLaren Regional Medical Center
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**“Never follow somebody else's path;
it doesn't work the same way twice for
anyone...the path follows you and rolls up
behind you as you walk, forcing the next
person to find their own way.”**

- J. Michael Straczynski



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Education Chair:

Scott Newell
Spectrum Health
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Regents:

Joe Tasse, FACHE
(Term beginning March 2008)
St. John Macomb-Oakland Hospital
joseph.tasse@stjohn.org

Great Lakes ACHE Chapter Strategic Plan

MISSION			
To advance our members and healthcare management excellence through high ethical standards, pertinent knowledge, and a relevant credentialing program.			
VISION			
To be the premier professional society for healthcare leaders by providing exceptional value to our members in the communities we serve.			
Strategy Statement	Goals	Major Initiatives / Tactics	Measures
MEMBERSHIP ENGAGEMENT	A.1. Enhance participation of membership in chapter and local programming.	a. Implement local liaison plan.	Plan implemented, metrics developed
		b. Promote membership growth.	Current 427 Target: 2% with attrition or 461 Award 9.82% or 469
		c. Meet membership requirements and satisfaction levels.	Current 7.0 Award 7.63
		d. Develop student involvement plan.	Policy implemented Student rep on Board Scholarships (2) given
		e. Increase number of fellows in chapter.	Current Eligible 183 Target 5 % or 9 Award 12.1% or 22
PROGRAMMING/ EDUCATION	B.1. Provide valuable educational opportunities.	a. Provide a minimum of 4 educational sessions per year, with at least 1 being a Category I.	4 educational sessions, at least one as Category I
		b. Increase participation at events.	Current 346 Target 5% or 363 Award 8.97 Indexed attendee hours
		c. Hold 2 CEO lunch events	
		d. Form partnerships with other health care professional organizations and host education sessions jointly.	
COMMUNICATION/ NETWORKING	C.1. Communicate and network effectively and efficiently with members.	a. Distribute electronic chapter quarterly newsletters and education session notices/reminders.	Distribute four newsletters and all education notices
		c. Continuously update the website with relevant material.	Website manager engaged
ORGANIZATION/ FINANCIAL	D.1. Determine funding parameters and community commitment.	a. Adhere to the financial plan	Financial plan met
		b. Determine regional share of financial plan.	Financial plan met
		c. Develop sponsorship opportunities for and of GLACHE.	Sponsors identified, sponsored events identified
		d. Award a Great Lakes and Regent scholarship to a student.	Scholarships awarded