

GLACHE

**Great Lakes Chapter
of the American College of Healthcare Executives**

December 2014 / Volume 6 / Issue 4

PRESIDENT'S REPORT

Dear GLACHE Members.



Happy Holidays! It is hard to believe that 2015 is almost upon us. 2014 has been a very exciting year for the Great Lakes Chapter and I would like to thank the GLACHE Board and Committee members for their time in serving the members of our chapter. I especially want to thank Katherine Coffield and Mike Grisdela, who will be ending their term on December 31 and have served 6 years on the Great Lakes Board and been instrumental in making our chapter successful. Katherine is currently serving as the Board Secretary and Mike served previously as the Board Treasurer, as well both being active on multiple committees. Thank you both for all the time and dedication you have

ACHE VISION:

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

ACHE MISSION:

To advance our members and healthcare management excellence.

An Independent Chapter of



**American College of
Healthcare Executives**
for leaders who care®

demonstrated to the GLACHE.

We recently had GLACHE Board elections and would like to congratulate those elected to the GLACHE for 2015 and 2016:

- Bradley Casemore – Southwest Michigan Behavior Health
- David DeSimone – McLaren Health
- Kris Drake – Carson City Health
- Jane Gietzen – Spectrum Health
- Joe Klesney – Spectrum Health

I looking forward to working closely with the new GLACHE Board members and appreciate their time in helping to serve the healthcare leaders in Michigan.

If you are interested in joining a committee or learning more about the Great Lakes Chapter, please contact me at scott.newell@sparrow.org.

Have a safe holiday season and a wonderful new year!

Scott Newell, FACHE, Sparrow Health System
GLACHE President

REGENT'S REPORT



I recently attended the Chapter Leader Conference where ACHE leadership shared their draft strategic plan focusing on meeting the changing needs of its membership and of the healthcare management field, as well as ensuring the continued strength of the organization in years to come. I'm pleased to tell you that your ACHE leadership and Board of Governors are listening! One of the themes is the willingness to adapt and innovate to meet the changing environment. Our industry will experience significant disruption in the years ahead — such as regulation requirements, new competitors or partners, increasing consumer expectations and technology advancements. Our association recognizes these influencers and is considering key objectives to assist our members with successfully navigating in this time of change.

The latest book I have read is *Start with Why* by Simon Sinek. In this book, he discusses how we usually focus on what we are doing, but rarely focus on why we are performing these actions. I've found that starting conversations sharing my organization's why (our mission) and the reasons why I am in healthcare, set the tone for focused dialogue and decisions. ACHE leadership has started with their why in reviewing the strategic plan. I challenge you to reference your organization's why or your personal why when making decisions that impact our patients and our communities.

Christina M. Freese-Decker, FACHE, Spectrum Health System
Regent for Michigan

EDUCATION REPORT

The Great Lakes Education Team would like to thank all of the healthcare leaders who have come to the GLACHE events in 2014. The chapter offered 22.5 local face-to-face credits in 2014. Although there are a few dates we are finalizing for 2015, here is the event schedule to date. Please be on the lookout for email announcement regarding these events.

February/March 2015

Topics: Healthcare Executive Career Management in a Web 2.0 Era Career Positioning – Proactively Managing Your Professional Development

Credits: 3 Face-to-Face

Location: Grand Rapids

May/June 2015

Topic: Growth in the Reform Era

Credits: 12 Face-to-Face (ACHE Cluster Course)

Location: Mid or East Michigan

May/June 2015

Topic: Executive Luncheon

Location: Northern Michigan

September 24-25, 2015

Topic: Developing and Deploying a Hospital Business Intelligence Strategy That Works

Credits: 12 Face-to-Face (ACHE Cluster Course)

Location: Grand Rapids

September/October 2015

Topic: Executive Luncheon

Location: Southwest Michigan

November 4, 2015

Topics: Diversity and Inclusion Ethical Challenges in Healthcare Leadership

Credits: 3 Face-to-Face

Location: Lansing

The Education Committee of the GLACHE is always looking for feedback on our programs and new ideas for educational sessions that we can bring to the healthcare leaders in Michigan. If you have any comments and/or suggestions, please feel free to email Kris Drake (krisdrk@gmail.com) or Scott Newell (scott.newell@sparrow.org).

SAVE THE DATE FOR THE 2014 CONGRESS ON HEALTHCARE LEADERSHIP

ACHE's Congress on Healthcare Leadership brings you the best in professional development, exceptional opportunities to network with and learn from peers and the latest information to enhance your career and address your organization's challenges in innovative ways. The 2015 Congress on Healthcare Leadership, "Healthcare in Motion, Leadership Center Stage," will be held March 16-19 at the Hilton Chicago/Palmer House Hilton.

More than 4,000 healthcare leaders attended the 2014 Congress on Healthcare Leadership. Join us in 2015 and be part of the dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides:

- Education on current and emerging issues
- More than 140 sessions of practical learning from healthcare's top leaders
- Opportunities to connect with your peers
- Career-enhancement workshops

The opening date for Congress 2015 registration and to reserve hotel accommodations is Nov. 12, 2014.

ARTICLES OF INTEREST

Managing a Workforce of Multiple Generations

For the first time in history, five generations—traditionalists, baby boomers, millennials, Gen X and Gen 2020—will soon be working side by side. Whether this multigenerational working environment feels productive and energizing or challenging and stressful is up to the organization's leadership. Ideas to keep in mind are how to relate to employees from different age groups and how to motivate and encourage employees.

Straight From the Experts

As people work for longer periods of time, internal career paths start to change. It's becoming common to see someone younger managing someone older, which can lead to tension on both sides. "It's important to be aware of general tension among colleagues," says Jeanne C. Meister, a founding partner of Future WorkPlace—an executive development firm. "It's your job to help your employees recognize that they have distinct sets of different things they bring to the table."

Don't Dwell on Differences

Generational stereotypes abound both inside and outside of the working environment. However, creating generation-based employee affinity groups is not beneficial to your organization, instead get to know each person individually as opposed to lumping them into a group with people their age.

Build Beneficial Relationships

Managing someone older than you can seem like a daunting task, but it's something the military routinely practices. The way to make this successful is to make the older employee a partner—involve them in everything you do, as well as hearing them out. You're still making the decisions, but this way they feel involved. This type of collaborative effort also works well in managing workers in their 20s. Encourage debate to ease the transition from school to the workplace.

Study Your Employees

By studying the demographics of your employees, you can determine what they want out of their jobs and how these desires differ (or not) from generation to generation. Conducting a survey inquiring about communication styles, career goals and other topics is a low-cost way to get a pulse on your workforce. Figure out what matters to different groups of employees and what you can do to attract younger or more experienced workers; it's an easy way to discover potential generational career issues.

Engage in Cross-Generational Mentoring

Pairing younger workers with experienced employees to work on business objectives—typically revolving around technology—is becoming more prevalent in companies across the nation. The younger employee can teach the older worker about social media, while the seasoned employee can share institutional knowledge with the young worker. Studies show colleagues learn more from each other than they would in formal training. Mixed-age work teams are another way to foster cross-generational mentoring.

Consider Work Goals

Keep in mind where your employees are at in their lives and what their needs are when it comes to inspiring and incentivizing them. Younger people may not have many outside responsibilities—they are motivated by new experiences and opportunities. Employees in their 30s and 40s often have children and mortgages and need flexibility as well as advancement opportunities; while those at the end of their careers may not be as interested in training but would enjoy a strong work-life balance. Understanding these desires will go a long way in figuring out how to challenge and motivate employees.

—Adapted from “Managing People From 5 Generations,” by Rebecca Knight, Harvard Business Review Blog Network

The Secrets of Career Fulfillment

Come Monday morning, employees can yearn for the upcoming weekend and feel unmotivated and unhappy. However, research shows having a positive attitude about the week can greatly increase the success level and feeling of content for employees. In a survey of 850,000 people conducted by The Conference Board—a research group—researchers found those satisfied with their jobs tend to start the week off energized and motivated. Below are a few things fulfilled employees do differently.

Cut Back on the Small Talk

Matthias Mehl, a psychology professor at the University of Arizona, found people who engage in deep discussions, as opposed to small talk, are happier. This is because human beings are driven to find and create meaning in their lives. People who are more talkative can make themselves happier and more successful by focusing their discussions on substantive work issues and cutting back on short, meaningless conversations. You should strive to incorporate just one more thoughtful conversation each day regarding a work issue and avoid at least one small-chatter session.

Avoid People Who Complain

Typically, there tends to be a group of people who complain about many aspects of their employing organization. However, complaining with no solution in mind is a dangerous habit. Sometimes just thinking more positively can create a better outlook on your position and organization. Search out ways to be authentically positive such as praising a coworker's accomplishment or a team's achievement of project goals.

Make Every Assignment a Challenge

Start looking at each large project not only as a way to get things done but as an opportunity to learn and expand your skill set. Doing more than what is required, such as researching industry trends related to the project, talking with colleagues for best practices and creating innovative ideas, can improve both your project and your organization. The amount and quality of work you contribute to your company will likely be valued, and even on the slim chance it's not, intrinsically you will feel better about yourself by knowing you gave a project your all.

Find a Strong Mentor

Every great employee needs that extra push to acknowledge what he or she is truly capable of. This typically means finding someone who can instruct, guide and push you to be your best. Obtaining a mentor, whether that be a boss, senior colleague or even a family member, can help you to excel in your work. To find someone who will be the most beneficial to you, ensure there is trust in the relationship, the proposed mentor has sufficient time and there is good chemistry. Once a mentorship is created, ask the coach to help you understand what success looks like; and have him assess your strengths and weaknesses and define the next steps in your career.

Stay Committed

Some people looking for lifetime fulfillment will leave their jobs or stray from a secure path in order to find themselves. However, before jumping ship, a recommended strategy is to try to bring a purpose to your current role. Take a long look at your position and find what differences you could make in your role or what you could do to challenge yourself more. Have regular conversations with managers, peers, family members and mentors who can give a valuable opinion. Also consider activities outside of work such as volunteering or new hobbies to obtain greater fulfillment.

—Adapted from “5 Stealth Ways to Make Monday Better,” by Chester Elton, www.inc.com

ACHE'S JOB CENTER

The American College of Healthcare Executives' Job Center is a complimentary online resource designed to bring together the right candidate and the right job. It is a member only resource for job seekers, but is open to both member and non-member employers interested in listing positions. The Job Center features more than 2,300 position listings with nearly 4,000 active job seekers and was enhanced in early 2013 to include many new features.

Job seekers now benefit from improved search functionality, new job notification options, enhanced job detail pages, and a mobile-friendly version. Employers can utilize new job activity information reports, options to upload a company logo to appear on job listings, and resume alerts to notify you when new candidates meet your criteria.

We hope you make use of this popular ACHE resource. We are especially interested in increasing the number of early careerist opportunities, as launching a career in today's competitive healthcare management marketplace presents challenges for many of our early career members.

To take a look at the ACHE Job and Resume Bank click [ACHE-JobBank](#).

If you have further questions, contact Marisol Santiago at msantiago@ache.org or (312) 424-9446.



NATIONAL NEWS

Apply for a Tuition Waiver

To reduce the ACHE educational programming barriers for ACHE members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program.

ACHE makes a limited number of tuition waivers available to Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Members and Fellows in career transition are also encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, with the exception of ACHE self-study courses—see quarterly application deadlines on the FAQ page of the tuition waiver application. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline.

If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or tsomrak@ache.org. For more information, visit ache.org/TuitionWaiver.

Management Innovations Poster Session

ACHE would like to invite interested individuals to submit abstracts of their posters for consideration for the 31st Annual Management Innovations Poster Session to be held at ACHE's Congress on Healthcare Leadership. We are interested in innovations on issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or physician satisfaction, the implementation of electronic medical records, uses of new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters on Monday, March 16, between 7 a.m. and 8 a.m. Posters will remain on display from March 16–18, 2015 at Congress. Please go to ache.org/CongressPosterSession for the full selection criteria. Abstracts should be one page in length and submitted as an email attachment to PosterSessions@ache.org by Jan. 20, 2015.

Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE® credential, ACHE offers complimentary resources to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include the Exam Online Community, the Board of Governors Examination in Healthcare Management Reference Manual and quarterly Advancement Information webinars, are designed to be supplements to other available Board of Governors Exam study resources, such as the Board of Governors Review Course and Online Tutorial.

- The Exam Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. The community was recently redesigned, and its new look and streamlined navigation features are intended to enhance the member experience in utilizing this study tool. Participants can discuss Exam topics with experts and have the option to participate in study groups. Interested Members may join the Exam Online Community at bogcommunity.ache.org.
- The Reference Manual, found at ache.org/FACHE, includes a practice 230-question exam and answer key, a list of recommended readings, test-taker comments and study tips.

- Fellow Advancement Information webinars provide a general overview of the Fellow advancement process, including information about the Board of Governors Exam, and allow participants to ask questions about the advancement process. An upcoming session is scheduled for Dec. 11. Register online at ache.org/FACHE.

Thomas C. Dolan Executive Diversity Program Scholars Selected

Six scholars have been selected for the 2015 Thomas C. Dolan Executive Diversity Program. The year-long program will help further prepare these mid- and senior-level careerists in advancing to higher leadership roles. Scholars will benefit from specialized curriculum opportunities, addressing barriers in career attainment and developing executive presence, one-on-one interaction with a specially selected mentor and participation in formal leadership education and career assessments. The scholars and their respective organizations are:

- Larry D. Chadwick, executive director, Heart and Vascular center, Akron (Ohio) General Medical Center.
- Marlaina Jackson, director, patient relations and spiritual services, Froedtert Hospital/Froedtert Health, Milwaukee.
- Maximilian Julian, FACHE, managing director, Mount Sinai Health System, New York.
- Akindede Majekodunmi, MD, chief medical officer, EveryPatient Inc., Cambridge, Mass.
- Stephany N. Vaioleti, FACHE, NHA, chief executive officer, Kahuku (Hawaii) Medical Center.
- Raul H. Zambrano, MD, chief of staff, West Texas VA Health Care, Big Spring, Texas.

The Thomas C. Dolan Executive Diversity Program was established by the Foundation of the American College of Healthcare Executives to honor Dolan—who served as president and CEO of ACHE from 1991-2013—for his long-standing service to the profession of healthcare leadership and to further his strong commitment to achieving greater diversity among senior healthcare leaders. Scholars will receive tuition to attend ACHE’s most notable educational offerings, including the 2015 Senior Executive or Executive Program and ACHE’s 2015 Congress on Healthcare Leadership. Enhanced self-awareness, critical leadership skills and an expanded network of leaders will prepare scholars for their future roles.

For more information about the selected scholars and the Executive Diversity Program, visit ache.org/ExecutiveDiversity.

ACHE Nominating Committee 2015 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 14, 2015, at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 14. The 2015 slate is as follows:

Nominating Committee Member, District 2 (two-year term ending in 2017)

John M. Hauptert, FACHE
 President/CEO
 Grady Health System
 Atlanta

Nominating Committee Member, District 3 (two-year term ending in 2017)

Brian C. Doheny, FACHE
 IT Director
 Humana
 Louisville, Ky.

Nominating Committee Member, District 6 (two-year term ending in 2017)

CAPT Anne M. Swap, FACHE
 Virginia Beach, Va.

Governor (three-year term ending in 2018)

Col James J. Burks, FACHE
San Antonio

Governor (three-year term ending in 2018)

Valerie L. Powell-Stafford, FACHE
COO
Blake Medical Center
Bradenton, Fla.

Governor (three-year term ending in 2018)

Heather J. Rohan, FACHE
CEO
TriStar Centennial Medical Center
Nashville, Tenn.

Governor (three-year term ending in 2018)

Henry Ruberte, FACHE
CEO
San Gerardo Hospital
San Juan, Puerto Rico

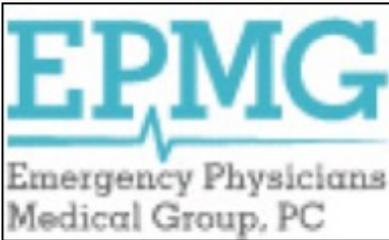
Chairman-Elect

Edward H. Lamb, FACHE
Division President, Western Division
IASIS Healthcare
South Jordan, Utah

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents meeting. Additional nominations for the offices of Chairman-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Nominations must be received in the ACHE headquarters office (American College of Healthcare Executives, 1 North Franklin Street, Suite 1700, Chicago, IL 60606-3529) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council of Regents.

Thanks to the members of the Nominating Committee for their contributions in this important assignment:

- Gayle L. Capozzalo, FACHE
- Cheray T. Burnett, FACHE
- Thomas S. Elmore, FACHE
- Ted W. Hirsch, FACHE
- Fred B. Hood, FACHE
- Barbara L. Knutzen, FACHE
- Lt Col Gigi A. Simko, FACHE
- Diana L. Smalley, FACHE



Emergency Physicians Medical Group (EPMG) is a physician-owned practice that has been creating a culture of care for patients since 1976. We take a holistic approach to ensure the delivery of the highest quality, safest, most efficient, and cost-effective emergency care to all those we serve. Our experience spans from large, medical school- affiliated teaching hospitals to rural community hospitals. We provide continuous support and customized solutions to resolve unique challenges and fulfill the evolving needs of our hospital partners.

Our elite physicians, PAs, NPs and specialized nursing assessment teams proudly integrate with the hospitals and communities in which we serve. We provide multi-disciplinary perspective and leadership to enhance operational efficiencies, achieve performance metrics, improve quality outcomes, and deliver clinical excellence to communities. Compassionate, patient-focused care is at the heart of who we are.

OUR MISSION: EPMG is dedicated to providing efficient, high quality, compassionate care to all of our patients.

OUR VISION: EPMG leads the profession of emergency medicine. We operate at the center of integrated healthcare delivery. Our patients, clinicians, and clients benefit from our compassionate care and enjoy a trusted partnership with us. Fairness drives our decision making. EPMG develops leaders, fosters collegial relationships, embraces innovation, and values individual contributions. We promote local and corporate citizenship and recognize those who advance our vision.

OUR VALUES:

COMPASSION—the care that we give to all our patients and each other.

PARTNERSHIP—our trusted relationship with our patients, clients, and each other.

FAIRNESS—used in our decision-making and in our interactions at every level within our organization.

QUALITY—strive to be the very best and set the highest standards for ourselves every day at the bedside and within every administrative department.

INNOVATION—continually strive for new ways to improve what we are doing to lead the profession of emergency medicine.

Visit us on the web at: **www.epmg.com**

ACHE's 2014 Premier corporate & Valued sponsors

ACHE would like to recognize our 2014 Premier Corporate Partners, whose year-round support helps ACHE further its mission and adds value to our membership. Our Premier Corporate Partners demonstrate commitment to ACHE and its members. We are proud to recognize the following 2014 ACHE Premier Corporate Partners:

- [Aramark](#)
- [Cardinal Health](#)
- [CareFusion](#)
- [Conifer Health Solutions](#)

- [Philips Healthcare](#)
- [Trane Global Healthcare Practice](#)

JOIN OUR GLACHE LINKEDIN GROUP

We will be using this group to communicate on upcoming educational seminars and other networking opportunities.

GVSU HPGSA FACEBOOK CONNECTION

<https://www.facebook.com/#!/pages/Healthcare-Professionals-Graduate-Student-Alliance/252539474779235>

2014 BOARD MEMBERS

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An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

This newsletter is assembled and published by:
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**The Great Lakes Chapter of the American College of Healthcare Executives
Statement on Diversity and Inclusion**

The Great Lakes Chapter of the American College of Healthcare Executives (GLACHE) embraces diversity within the healthcare management field and recognizes that diversity as both an ethical and business imperative. The GLACHE values diversity and initiatives that promote diversity because they can improve the quality of the organization's workforce. The GLACHE also values and actively promotes diversity in its leaders and members because diverse participation can serve as a catalyst for improved decision making, increased productivity, and a competitive advantage.

Further, the GLACHE works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity or disability because an inclusive environment can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the chapter's various activities and initiatives.

The GLACHE is committed to promoting diversity and inclusion through the following activities:

Within the Chapter organization:

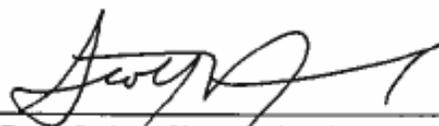
- The Chapter Nominating Committee is charged with assuring that the chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership
- The Great Lakes Chapter will endeavor to consider Diversity and Inclusion in all of its undertakings and committee/sub-committee structures within the spirit and intent of ACHE's ethical statement and standards.
- Each standing Board Committee in the Great Lakes Chapter will add at least one diversity goal to its annual performance agenda.
- Pursuant to its bylaws, the Great Lakes Chapter will tender non-voting Board Membership seats to each student organization, representing each AUPHA Healthcare Administrative Program in its geographical area.

Within the healthcare management field:

- Conduct at least one chapter educational event annually on the topic of diversity and/or inclusion.
- Publish at least one chapter newsletter article on diversity and/or inclusion annually.
- The Great Lakes Chapter will continue to recruit early careerists/students, and endeavor to build collaborative relationships with those professional healthcare organizations that represent minority or under-represented professionals in its area.
- The Great Lakes Chapter will endeavor to build collaborative relationships with and recruit members from non-traditional sectors of healthcare in its area (e.g. health plans, medical equipment vendors, etc.)

Approved by the Chapter Board:

6/13/14
Date


Great Lakes Chapter President – Scott Newell