

President's Report

Why is Brady Hoke Good for MSU?

Brady Hoke is a good thing for MSU football. For all the Spartan fans who have enjoyed seeing U of M lose these past 3 years, why would you want to see the Wolverines get back to their pre-Rich Rodriguez era? Hoke will make MSU a stronger team. We love to compete. It's no fun watching a football game where the competition isn't matched. It's boring to watch a blow out game where the opponent can't provide a strong performance. By U of M getting their mojo back, MSU will be forced to play a real rival and work even harder to advance.

I worked during a time when two local hospitals merged. At our very first management meeting of the two rivals, Bruce Hagan, the Chief Operating Officer of our opponent hospital, got up to speak in 'our' auditorium. His words have stuck with me and many others, all these years. Bruce thanked us for being strong. What? That wasn't what we were expecting to hear. He said that our hospital was the best in many service areas. Bruce told us that we made their organization better by being a strong rival. Wow, I wasn't expecting that. And now, almost 14 years later, I still remember his words.

It's good to have a worthy competitor because it challenges us to improve. Look around in your own organization or a competing organization. There are most likely people or systems that are *your* competition. In Michigan, we have many high performing organizations. We have top 100 hospitals, a Baldrige award winner (Bronson Healthcare), a Foster McGraw winner (Allegiance Health) and a top 10 health system (Spectrum Health) right here in our own state. These organizations provide high value and excellent examples of cutting edge, quality systems. The leaders set the bar which drives our performance even higher. Our annual meeting is at 12 p.m. on November 18 and many of the leaders from these strong systems will join us. One of our educational sessions for that day is about Developing High Performance Teams. Consider joining us!

Mary Kay VanDriel
GLACHE President
President, Value Health Partners

Regent's Report Summer 2011

Strategic Planning

ACHE is engaged in the process of implementing the 2011-2013 Strategic Plan, and has provided updates to members. I encourage each of you to take a few minutes to review the status report on the ACHE website. It's a quick read and will give you a good idea of what we are pursuing. Putting this process in perspective, I have reflected on how ACHE has evolved over the past 10 years, and it is evident our organization maintains a healthy spirit of "continuous improvement". ACHE embarked on a major overhaul of its structure at the start of the decade and quite successfully created the current chapter system. Now that they are in place, chapters serve as a foundation for ACHE to advance the goals in the new strategic plan: (Membership, Knowledge, Career Advancement, Leadership, Service Excellence). Many of the objectives under each of the goal areas call on the chapters and/or chapter leaders specifically:

- i.e., under the goal of "[advancing member] knowledge" the status report reflects "Three new chapter education panel discussion programs are being developed for delivery to the chapters in late summer."

We are now offering significant Category I credits locally and changed the relationship members have with the organization by creating local networks. There are definitely new challenges, such as defining the roles and relationships between Regents, Chapter Presidents, and ACHE staff, how to best serve all members over diverse geographic areas, and addressing disparities between Chapters, though we do continue to press forward. It has been fascinating participating in and observing such a significant transition in a 35,000 member national organization. The end result has been the engagement of many more people through chapter formation and, in Michigan, better coordination between MHEGA and GLACHE/joint educational programming.

Engagement Through Regent's Award

The 2011 "Regent Award" process inviting all ACHE affiliates to nominate their colleagues, utilizing the Regent's Advisory Council to recommend winners, and honoring the 5 award winners at the MHA Annual meeting on Mackinac Island went quite well, and we plan to follow the same process next year. The RAC members commented that we had a much broader group of well-credentialed nominees to choose from, and many more affiliates were involved in the process.

As I mentioned in the Spring Regent's update, please take the time to get involved, it will be worthwhile for you.

Peter J. Karadjoff, FACHE
GLACHE Regent
St. Joseph Mercy Port Huron

Education Report

Although we are going into the final stretch of 2011, there are still 2 more back-to-back sessions coming up before the end of the year. Please be on the lookout for email announcements regarding the following programs:

September 30, 2011 - Gaylord (back-to-back sessions)

- Networking Breakfast
- Best Practices in Adapting to Local Regulations, Markets, and Trends (1.5 Category 1 credits)
- Implementing Strategic Plans (1.5 Category 1 credits)

November 18, 2011 - Grand Rapids (back-to-back sessions)

- Networking Breakfast
- Developing High Performance Teams (1.5 Category 1 credits)
- Developing Coaching and Mentoring Skills (1.5 Category 1 credits)
- Annual Board Meeting at 12 p.m.

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, questions or suggestions, please feel free to call or email Scott Newell at 616-391-2637 / scott.newell@spectrumhealth.org.

GVSU Begins Student ACHE Chapter

Alyson Hehemann looks forward to the experience of serving as the first President for the Healthcare Professionals Graduate Student Alliance. In this role she assumed the responsibilities of founding the student chapter with Grand Valley State University, developing a constitution and executive board, and will continue to establish organizational standards that are consistent with the mission of the American College of Healthcare Executives. Alyson is currently a full-time graduate

student, and works at Spectrum Health in the Radiology department.

Annie Patzer is currently the Quality System Coordinator at Oliver-Tolas Healthcare Packaging. As the secretary of Healthcare Professionals Graduate Student Alliance, Annie will be responsible for marketing efforts, capturing and reviewing the organizations proceedings and performing other duties as needed.

Michael Breon works as the Director, Post Acute Marketing and Business Development for Spectrum Health Continuing Care. As Vice President, his primary goal is to lead the recruiting efforts of new members to the organization.

Bennett Samuel works as a Registered Nurse in the Cardiac Thoracic Intensive Care Unit in Spectrum Health's Meijer Heart Center. As a first year international student in the MHA program, Bennett hopes to grow professionally through the Healthcare Professional Graduate Student Alliance.

Sue Nieboer RN, MPA, CEC is a Professor at GVSU, teaching in the Masters in Health Administration program. Sue is also President of Catalyst 1 Consulting which specializes in Leadership and Business Development and is a certified Executive Coach. She has over 28 years in healthcare leadership experience and is a member of GLACHE, serving on the Education Committee.



(Pictured from left to right: Alyson Hehemann, Annie Patzer, Michael Breon, Bennett Samuel, Sue Nieboer)



Articles of Interest

Chose a Diverse Panel of Teachers

Valuable lessons can come from anyone. The key is to interact with a wide range of people, particularly those who are not like you. Seek out a diverse group of people and you might:

- **Broaden your perspective** by talking with people who disagree with you. Learn more about why they hold their positions.
- **Improve your character** by observing people you admire. Study how they handle ethical dilemmas and difficult situations. Ask how they developed the qualities that you would like to nurture in yourself.
- **Learn from mistakes** without making them yourself. Instead of avoiding people who have faltered, ask what they have learned from the experience. Think about how they could recover. You will learn how to handle setbacks yourself, and you may be able to lead others to recover from their mistakes, too.
- **Discover the hidden lessons.** Sometimes the people with the most to teach may be the quietest or the lowest on the organizational chart. Seek out people whom others overlook and listen to their stories. There might be something to learn.

—Adapted from “Who Do You Learn From?” Mary Jo Asmus, Aspire Collaborative Services, www.aspire-cs.com

Drive Retention with These 4 Simple Steps

Only 48 percent of the employees recently surveyed by Towers Watson say their employers do a good job retaining top-level talent. That is the lowest level since the end of 2008. Adopt these strategies to retain key staff and boost their productivity:

- **Chart their careers.** Seventy-eight percent of employees who stay put say their current employers offered them long-term career opportunities. Only 26 percent of employees who plan to leave feel that way.
- **Give kudos.** Sixty percent of workers who stay with their employer are satisfied with how they are recognized. Only 20 percent of employees who plan to leave are content.
- **Communicate more.** About two-thirds of workers who plan to remain with their employer say management does a good job of communicating. Less than one-third of those planning to leave believe that.

- **Balance work and life.** More than two-thirds (69 percent) of workers who plan to stay feel that management generally understands the issues they face in their jobs and life and offers a supportive culture. But only one out of three workers who are planning to leave has a similar feeling.

—Adapted from “Resolutions to Retain Talent, Engage Workers,” Towers Watson, www.towerswatson.com

National News

Introducing ACHE’s New Online Postgraduate Fellowship Area

Give back to the field by offering a postgraduate fellowship in your organization. The new Postgraduate Fellowship Area on ache.org gives healthcare leaders the resources and tools they need to design and post a postgraduate fellowship, attract qualified candidates and develop future leaders. The site includes information related to formatting a fellowship, compensation and benefits, recruiting, onboarding and assessing the fellow. Organizations may also post their postgraduate fellowship on ACHE’s online Directory of Postgraduate Administrative Fellowships.

Visitors are now directed to choose from three categories: Students looking for postgraduate fellowship listings, organizations seeking information on how to create a postgraduate fellowship, and organizations that wish to post a postgraduate fellowship. For more information see ache.org/Postgrad.

ACHE’s Governance Improvement Plan

In June 2011, the ACHE Board of Governors adopted the revised report and recommendations of the 2010 Governance Task Force. The original recommendations, issued in January 2011, were modified based on feedback and comments from ACHE Regents, chapter leaders and other stakeholders. The resulting plan for improvements to ACHE’s governance system is now available to all stakeholders and affiliates.

The plan presents the actions ACHE will take to increase value for affiliates, which include refining the relationship with ACHE chapters, fine tuning the roles and responsibilities of Regents and providing a clear pathway for potential leaders of the association. ACHE Chairman Rulon F. Stacey, PhD, FACHE, who is also chairman of the Task Force, hosted a Web conference on Aug. 17, 2011. The Web conference was recorded and is available for those who were unable to attend the live conference. Both the plan and the

recording are available here:

www.ache.org/ABT_ACHE/GovTaskForce/taskforce.cfm

Save the Date for the 2012 Changes on Healthcare Leadership: March 19-22 at the Hyatt Regency Chicago

ACHE’s Congress on Healthcare Leadership brings you the best in professional development, 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.

More than 4,500 healthcare leaders attended the 2011 Congress on Healthcare Leadership. Join us in 2012 and experience the energy of an event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event brings:

- 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

Registration and lodging open Nov. 10, 2011.

Job Listings Wanted for ACHE’s Free Job Bank

ACHE’s Job Bank contains more than 1,500 healthcare management listings at any given time with new jobs posted daily. ACHE is seeking to expand the Job Bank to include more positions for early careerists, who are actively seeking new opportunities.

Advertise your open healthcare management positions in ACHE’s Job Bank to target the most qualified candidates—from early careerists to senior-level executives. ACHE looks to you to post open positions to help ensure the Job Bank continues to be a vibrant resource for ACHE affiliates.

Jobs are posted free of charge and are only accessible to ACHE affiliates. To post positions, visit ache.org/Careers. For more information, contact Maxine Ellison at (312) 424-9446.

ACHE's 2011 Premier Corporate & Valued Sponsors

ACHE's Twelve 2010 Premier Corporate Partners Recommit in 2011

ACHE would like to recognize our 2011 Premier Corporate Partners, whose year-round support helps ACHE further its mission and adds value to our membership. Our Premier Corporate Partners demonstrate their on-going 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 2011 ACHE Premier Corporate Partners and appreciate their continuing support.

- AmerisourceBergen
- Aramark Healthcare
- Cardinal Health
- Eclipsys
- GE Healthcare
- HCA (Hospital Corporation of America)
- Ortho-McNeil Pharmaceutical Inc.
- Philips
- Johnson Controls
- Sanofi Aventis
- Siemens
- Trane

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 Mary Kay VanDriel, FACHE, at marykay.vandriel@valuehp.org or call 616.391.1592. We would like to thank our sponsors for their continued support!

- H & S Companies – Comprehensive Business Solutions
- Elio, a Division of ITC Incorporated

Join our GLACHE LinkedIn Group!

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



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ACHE Vision Statement: Be the premier professional society for healthcare executive dedicated to improving healthcare delivery.

ACHE Mission Statement: To advance our members and healthcare management excellence.

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