

GLACHE

Great Lakes Chapter of the American College of Healthcare Executives

June 2014 / Volume 6 / Issue 2

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®

PRESIDENT'S REPORT

Summer is in full swing and hopefully you all are enjoying the sunshine and warm weather. The GLACHE Board and Committees are working diligently in preparing to provide our chapter members with high quality education sessions and networking opportunities in 2015. The 2015 GLACHE education and networking calendar is expected to be published by early fall 2014.

The ACHE's mission is *to advance our members and healthcare management excellence*. In order for our chapter to achieve this, it is important for our members

to continue their strong history of volunteering. We will begin nominations for our board in July. If you have questions about the board responsibilities and time commitment, please contact our Secretary, Katherine Coffield.

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

Scott Newell, FACHE, Sparrow Health System

GLACHE President

Read your newsletter – win registration to a GLACHE sponsored educational event (1.5 ACHE credits). Open and read your newsletter within 30 days of receiving it and you are automatically entered to win!

REGENT'S REPORT



In March, I attended the 57th Congress on Healthcare Leadership. The message from many of the speakers was about delivering value to our patients. I take this message to heart. We are in the healthcare business because caring for people is at the core of our beliefs and values. It is why we are passionate about improving the experience for our patients and providing better value.

I am honored to be your Regent for the next three years. I believe that we can make a difference in improving healthcare for our community. I know this from experience. When I was president of two high quality community hospitals, I saw how much staff cared about serving their community and improving the health of the patients. I am proud of our focus on exceptional experiences and process improvement. Both require continuous learning – which is why I am a supporter of the education by ACHE. Healthcare needs talented individuals to propel us forward and overcome create solutions to improve processes.

I have valued the ACHE brand and programs during the 12+ years I have been a member. I started my career as an administrative fellow. I was fortunate to learn from exceptional leaders and members. One of these exceptional leaders is Peter Karadjoff, FACHE, the former Regent for Michigan. He has selflessly given his time and energy to ACHE for the past three years to further our educational opportunities and our profession. I appreciate his impact to improving ACHE's services to our members. Now it's my turn to mentor others starting out in this rewarding profession. I have enjoyed meeting several of you at Congress and other ACHE venues. I look forward to further discussions on how we can advance our profession to achieve a better healthcare system. Should you have questions or ideas for improvement, please contact me. You may also connect with your local chapter president, Scott G. Newell, FACHE for Great Lakes Chapter of ACHE and Luanne M. Thomas-Ewald, FACHE for Midwest Chapter of ACHE.

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

EDUCATION REPORT

The Great Lakes Education Team would like to thank all of our members who have come to our events in 2014. We have had three educational sessions, one CEO luncheon, and an evening networking event this year. The GLACHE would like to thank Metro Health for sponsoring the CEO luncheon with Mike Faas. The event was held at Metro's wonderful Corporate Conference Center with over 35 participants in attendance. Our June 5-6 session was a co-sponsored event with the Midwest Chapter of the ACHE that offered 12 face-to-face credits on the highly admired ACHE event: Preparing to Live on Medicare Rates. The GLACHE has offered 18 local face-to-face credits so far in 2014. Please look out for additional educational opportunities in the fall of 2014 and for upcoming events in 2015.

March 14, 2014 (Flint)

- Career Positioning (1.5 ACHE face-to-face credits credits)
- Proactively Managing Your Professional Development (1.5 ACHE face-to-face credits credits)

April 18, 2014 (Lansing)

- GLACHE Networking event

May 1, 2014 (Grand Rapids)

- CEO Luncheon – Consolidation or Collaboration
 - Keynote speaker – Mike Faas, FACHE, President/CEO Metro Health

June 5-6, 2014 (Lansing)

- Preparing to Live on Medicare Rates (12 ACHE face-to-face credits credits)

June 12, 2014 (Marquette, MI)

- Financial Implications: The Push from Inpatient to Outpatient Care (1.5 ACHE Face-to-Face Credits)
- Aligning Ethical Principles (1.5 ACHE Face-to-Face Credits)

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 Scott Newell at scott.newell@sparrow.org.

Please be watching for your opportunity to become more involved with your local chapter. GLACHE Board Nominations are coming soon!

WELCOME NEW MEMBERS TO THE GREAT LAKES CHAPTER

January

Leonid Chugunov, Constantine
Jon P. Demorest, Battle Creek
Julie K. Greene, Muskegon
Chris Hull, East Lansing
Br. Christopher Mehall, MD, Marquette
Amy Pinder, Grand Rapids
Matrina A. Poston, Wyoming
Andrew B. Taylor, Kalamazoo

February

Karen Cheeseman, Saint Ignace
Maximiliano Mendieta, PhD, Flint
Christine C. Patterson, Ypsilatni
Steven C. Treiber Sr., Iron Mountain
James V. Zeigler, Iron Mountain

March

Nathan Dole, Walker
Kelly J. Larr, Ludington
Rose R. Mavis, Scottville
Devika Sharma, Saginaw
Michelle L. Storrs, Battle Creek

April

Preston T. Callison, Marquette
Barbara A. Holland, Owosso
Marc'L R. Neumann, Bad Axe
Jennifer Rawa, Grand Rapids
Heather Smith, Kalamazoo
Daryl Waters, Iron River

May

Jonathan Berends, Grand Rapids
Lisa Kaywood, Ada
Andrea Leslie, Greenville
Kristine R. Losiewski, Grand Rapids
Mazharullah Shaik, MD, Ypsilanti
Matthew F. Welch, Iron River

CONGRATULATIONS TO THE FOLLOWING CHAPTER MEMBERS FOR THE RECENT ACCOMPLISHMENTS

Congratulations to new Fellows:

January

Bradley J. Eshbaugh, FACHE, Traverse City
Georgette R. Russell, FACHE, Carson City
Mary R. Rose, FACHE, Coldwater

February

Connie S. Downs, CPA, Hastings

March

Alan J. Brander, RN, Hudsonville

April

Drew Dostal, FACHE, Ludington
Sarah M. Henning, FACHE, Grand Rapids

May

Nasimul Ahsan, MD, FACHE, Iron Mountain

June

Debbie Lull, RN, FACHE, Saint Joseph

Recognizing Recertified Fellows:

February

William J. Carson, FACHE, Iron Mountain
Susan B. Reinhoehl, FACHE, Kalamazoo

March

Jane M. Gietzen, FACHE, Grand Rapids
Robert Zimmerman, FACHE, Traverse City

April

Donald A. Simila, FACHE, Houghton

May

Mark R. Anthony, FACHE, Kalamazoo
Mark L. Brett, FACHE, Lansing
Robert M. Snyder Jr., FACHE, Kalamazoo
Kevin L. Rogols, FACHE, Placitas
Karol M. Clason, FACHE, Kalamazoo

ARTICLES OF INTEREST

Rejection-Proof Your Proposal

If you want your idea to be accepted by your boss, team or organization, you must choose your approach carefully. You can't control everything that will affect—or prevent—approval. You can, however, increase your chances for success by asking yourself questions—and coming up with solid answers—about everything that could hurt your chances of gaining support for the proposal. Questions to ask include:

Results

- What has to happen so that I will consider my effort a success?
- What roles will others have to play in that success?
- What alternative outcomes will satisfy the underlying needs and achieve equivalent results?

Relationships

- What's the history of my (or my team's) influence relationship with this person or decision-making group?
- What are the current issues in this relationship?
- What's the current level of trust?

Context

- What are the current priorities of the person (or group) that I want to influence?
- Are there any significant common or conflicting vested interests in this situation? If so, what does each of us have to gain or lose if my proposal is accepted?
- Are there relevant values on each side? If so, do we share the same ones?

Organizational

- Will my idea fit well within the overall business strategy, structures and processes of the organization? If not, how far outside the norms is it?
- Who are the other stakeholders in the outcome? How can I involve them?

Cultural

- What are the formal and informal cultural norms of our organization that could be relevant to this issue?

- Do any cultural practices already exist that could be useful in this situation? Any taboos that could derail my approach?

External Trends and Issues

- What's going on right now in the organization that could have a positive or negative impact on my influence opportunity?

—Adapted from “Exercising Influence,” by B. Kim Barnes, www.exercisinginfluence.com.

Avoid Wasted Time to Boost Productivity

How much time does your organization squander? My colleagues and I gathered data about time use at one large company and found that people there spent 300,000 hours a year just supporting the weekly executive committee meeting.

Some of that time was productive, no doubt. But organizations in general can be remarkably cavalier about how they invest their scarcest resource, the time of their people.

How companies can use time effectively is just one piece of a larger and ultimately more important puzzle: how to increase the productivity of their people. Boosting human capital productivity (HCP), we have found, is a powerful and often-neglected pathway to better performance.

Our research quantifies what's at stake. Using a decade's worth of data for the S&P 500, we looked at revenue per employee, a crude but useful measure of HCP. Then we compared those figures with each company's financial performance. Since revenue per employee varies widely among industries, we confined our comparisons to companies in the same business.

The results jumped out at us. The best companies—those in the top quartile of revenue per employee—did 30 percent better than their peers in return on invested capital, 40 percent better in operating margin and 80 percent better in revenue growth. Those differences contributed to a whopping 180 percent differential in total shareholder return over the 10-year period.

Predictably, the differences were larger in people-intensive businesses, like software development and smaller in capital-intensive industries such as semiconductor manufacturing. But the leaders in HCP outperformed the laggards in every industry, including healthcare. The difference in profitability, of course, makes a lot of sense—if you get more revenue per employee, chances are your costs are going to be lower than rivals and your profits higher. But higher HCP also goes hand in hand with significantly higher growth rates, a correlation easy to overlook.

Many business leaders intuitively understand the connection between HCP and performance, so companies around the globe have been trying for years to improve productivity. The most common approach is to cut head count and hope you can generate the same or more revenue with fewer people. But how often does that work? Many executives we talk to have led repeated restructurings, streamlinings and right-sizings in the years since the financial crisis, without much to show for it. At some point, most realize that they can no longer increase HCP by

reducing the denominator of the revenue-per-employee calculation. Instead they have to focus on increasing the numerator: the output they get from each employee.

So how can companies increase the numerator? In our experience, the key is to look closely at five potential obstacles and assess where they stand on each one:

- A company's people may not be up to the job—the basic stock of human capital may lack the necessary skills to deliver great performance.
- The company may have good talent, but it deploys those people in ways that limit their effectiveness and output.
- The company may have great people and potentially effective teams, but its organizational structure interferes with high performance.
- The way people interact and communicate may require too much time for the level of output generated. (That's where managing your scarcest resource comes in.)
- Finally, none of those may be the real issue—rather, it's that your people aren't sufficiently engaged or inspired to deliver their best work.

Take a look around you. Is anybody wasting your—or your organization's—time?

—Adapted from “This Weekly Meeting Took Up 300,000 Hours a Year,” by Michael C. Mankins, Harvard Business Review Blog Network, <http://blogs.hbr.org>.

NATIONAL NEWS

Apply for the Thomas C. Dolan Executive Diversity Program by July 1

The deadline to apply for the 2015 Thomas C. Dolan Executive Diversity Program is Tuesday, July 1.

During this year-long program 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. Enhanced self-awareness, critical leadership skills and an expanded network of leaders will help prepare scholars to ascend to C-suite roles in hospitals, health systems and other healthcare organizations.

Visit ache.org/ExecutiveDiversity for more information or to apply. Please direct any questions about the Thomas C. Dolan Executive Diversity Program to Jennifer L. Connelly, CAE, regional director, at jconnelly@ache.org or (312) 424-9328.

The Foundation of ACHE's Fund for Innovation in Healthcare Leadership is accepting donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—will help shape the future of healthcare leadership. Visit ache.org/ExecutiveDiversity to make a donation.

2014 Fund for Innovation in Healthcare Leadership Education Programs

The 2014 innovations program, “The Journey to Value-Based Care for Population Health: Sharing, Scaling and Replicating to Accelerated Results,” will be led by Stephanie McCutcheon, FACHE, innovation and transformation advisor and principal at McCutcheon &

Co. McCutcheon will share the successful value-based journey and innovation/transformation models of four organizations that have accelerated sustainable change. A panel of healthcare leaders will share their best practices, challenges and critical success factors for population health management. This half-day program will be offered in conjunction with the Washington, D.C., Cluster on Aug. 11. Full details will be available soon at ache.org/Innovation.

The 2014 ethics program, “Ethical Leadership in Uncertain Times,” will be led by Jack Gilbert, EdD, FACHE, clinical associate professor and director of executive and professional development in the College of Health Solutions and the College of Nursing and Health Innovation at Arizona State University. Offered in conjunction with ACHE’s Salt Lake City Cluster on Oct. 28, this half-day session will explore effective, intentional and practical ways for healthcare leaders to strengthen their organization’s focus on doing the right thing by leveraging challenging uncertainty and their leadership to create practical solutions to ethical dilemmas. A select panel of healthcare leaders will react to Gilbert’s remarks and share their experiences with the ethical challenges and discuss the link between ethical decision making and organizational performance. Full details will be available soon at ache.org/Ethics.

Both programs qualify for ACHE Face-to-Face Education credits.

For more information on the Fund for Innovation in Healthcare Leadership and to donate, visit ache.org/Innovation.

Apply for Fellow Now Through June 30 and Save \$200 on Exam Fee

ACHE is pleased to offer once again the Board of Governors Exam fee waiver promotion to ACHE Members who apply for the FACHE® credential between March 1 and June 30. Members must submit their completed Fellow application and \$250 application fee during the promotion period. Pending application approval, ACHE will waive the \$200 Board of Governors Exam fee. All follow-up materials (i.e., references) must be submitted by Aug. 31 to receive the waiver. For more information on the promotion, go to ache.org/FACHE.

Exam Online Community Offers a Complimentary Interactive Learning Platform

Members preparing for the Board of Governors Examination can access the Exam Online Community as a complimentary and supplementary resource that can boost their confidence and help them succeed. The Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. Plus, there is the opportunity to discuss Exam topics with experts for better understanding and the option to participate in study groups. Interested Members can join the Exam Online Community at bogcommunity.ache.org.

Forum on Advances in Healthcare Management Research

ACHE would like to invite authors to submit proposals for presentation to the seventh annual Forum on Advances in Healthcare Management Research. This three-hour session will take place during ACHE’s 2015 Congress on Healthcare Leadership, March 16–19 at the Hilton Chicago.

The senior author of the selected proposal (or designate) will receive a complimentary Congress registration. Travel and related expenses will not be reimbursed.

Presentations for the Forum are intended to be reports of theoretical and/or empirical research by faculty, researchers, and practitioners in the field with the potential for high

impact on healthcare management. Each of the six Forum presenters will have about 30 minutes to present their work and its implications for healthcare practitioners.

Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and to submit your proposal by July 8.

Save the Date: Healthcare Consultants and Physician Executives Forum Programs

The [Physician Executives Forum](#) and [Healthcare Consultants Forum](#) launched last year to provide added value to physician executive and healthcare consultant members via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of both Forums that offers an affordable learning and networking opportunity. Dates and location for these programs are as follows:

Healthcare Consultants Forum Education Program

Sept. 12, 2014

Chicago Marriott O'Hare

More details available at ache.org/HCForum

Physician Executives Forum Education Program

Oct. 11, 2014

Hyatt Regency O'Hare

More details available at ache.org/PEForum

Tuition Waiver Assistance Program

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

ACHE makes available a limited number of tuition waivers to ACHE 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
- Online Tutorial (Board of Governors Exam preparation)
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, except for 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.

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

Scott Newell, FACHE, **President**
Sparrow Health System
scott.newell@spectrumhealth.org

Kevin Price, MHSA, FACHE, **Vice President**
Sparrow Clinton Hospital
kevin.price@sparrow.org

Katherine Coffield, FACHE, **Secretary**
kcoffield1@aol.com

Steven Berkshire, EdD, FACHE, **Treasurer**
Central Michigan University
berks1sd@cmich.edu

Directors:

Dan Borton, FACHE
McLaren Health Care
dan.borton@mclaren.org

Ray Breiding, FACHE
rayb324@chater.net

Michael Breon
Spectrum Health
michael.breon@spectrumhealth.org

Patrick Brillantes, FACHE
Sparrow Health System
patrick.brillantes@sparrow.org

Kira M. Carter-Robertson, MHA, FACHE
Sparrow Specialty Hospital
kira.carter@sparrowspecialty.org

Heather DeCoster
GVSU Student President
heatherdecoster@gmail.com

David J. DeSimone, FACHE
McLaren Health Care
david.desimone@mclaren.org

Christina Freese-Decker, FACHE, **Regent**
Spectrum Health
christina.freese@spectrumhealth.org

Michael Grisdela, FACHE
Karmanos Cancer Institute
grisdelm@karmanos.org

Pat Hatcher, FACHE
McLaren Health Care
patrice.hatcher@mclaren.org

Derk Pronger, FACHE
Munson Medical Center
dpronger@mhc.net

Martha Richards
Eaton County Health & Rehabilitation Services
mrichards@ecmcf.org

Mark Sequin
Saginaw Valley State Student President
marksequin@yahoo.com

Donald Simila, FACHE
Marquette General Health System
dsimila@mgh.org

Marilyn Skrocki
Saginaw Valley State University
skrocki@svsu.edu

Lindsay Soave
CMU Student President
soave1lm@cmich.edu

Great Lakes Chapter of the American College of Healthcare Executives

P.O. Box 68013
Grand Rapids MI 49516-8013
Phone 616.456.8013
Fax 616.451.3108
Email: info@greatlakes.ache.org
Web: <http://greatleakes.ache.org>

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

This newsletter is assembled and published by:
Kristine Waide
kristine@elevenfish.com

**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