

GLACHE

Great Lakes Chapter of the American College of Healthcare Executives

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An Independent Chapter of



President's Report

The Great Lakes Chapter (GLACHE) continues to be a leading ACHE chapter as it has earned the ACHE's award for Chapter Merit for achieving one of the four award performance standards in 2011. The chapter was recognized at the Malcolm T. MacEachern Luncheon on March 20, 2012 at this year's Congress on Healthcare Leadership. A special thanks to Mary Kay Vandriel, Past President, and our 2011 board for their efforts on this special achievement.

For 2012, the GLACHE board is committed to position our chapter to be a national leading chapter that provides high value to our members. In February, the board approved the 2012 strategic plan and budget. This year's strategic plan is highlighted by the board's decision to provide additional funding resources to support chapter activities. The 2012 plan will focus on membership engagement, knowledge, communication & networking, and service excellence.

Membership Engagement

- Enhance participation of chapter members with emphasis on current, potential, new, and student members. We have established committee leaders to lead these key initiatives.
- Achieve chapter leadership award which is measured by membership satisfaction, education and networking performance, net membership growth, and advancement for eligible members.

Knowledge

- Provide valuable educational opportunities for members. The educational committee has planned several educational offerings through 2012.
- Several back-to-back sessions, CEO Luncheons, and Annual Meeting

Communication & Networking

- Communicate and network effectively and efficiently to our members. Communications tools include our quarterly newsletter, chapter website, and LinkedIn page.
- Networking events incorporated with educational sessions

Service Excellence

- Determine funding parameters and community commitment to position GLACHE as a leading chapter within ACHE.
- Support healthcare administration students to attend Congress.

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

Patrick J. Brillantes, FACHE
GLACHE President
Sparrow Health System



Regent's Report Winter 2012

Michigan's ACHE Chapters, MHEGA and GLACHE, have done an exceptional job delivering great programs and speakers. I attended the MHA Winter Leadership Conference and heard the speaker, Brock A. Slabach, FACHE, Sr. Vice President, National Rural Health Association, that our chapters coordinated. Brock outlined the impacts of the Affordable Care Act and other federal budget proposals on rural and "critical access hospitals". There are significant changes targeting reductions in reimbursement for these hospitals, and there is the potential that they, and the communities they serve will be devastated. The federal government created the Critical Access Hospital (CAH) program in 1997 to enhance reimbursement for small hospitals to stem the tide of 300 closures that occurred in the preceding 10 year period. Even with the enhanced/cost based reimbursement they receive through the CAH program, many struggle to break even. Brock's presentation, while somewhat alarming, was excellent. Thanks to the MHA for working with us to coordinate this luncheon, and for pulling together a great conference.

One of the other presentations at the Winter Conference that I found particularly stimulating was delivered by Dan Sinnott, CEO of Sinnott Executive Consulting. Dan is a former hospital CEO and hospital system executive who was side tracked by a cancer diagnosis. Dan has devoted the latter part of his career to something he is passionate about, leadership. Dan's presentation was "Be the Leader that Makes Healthcare Great", and he highlighted nine principles/characteristics that, based on his research, drive the best leaders:

1. Operate with a Sense of Urgency – bring passion to driving clinical, service and financial performance. Don't be complacent, reach farther, don't procrastinate!
2. Continuously Develop New Skills – treat your career as a business, focus on research and development of the skills you need master to remain competitive. Also, encourage people in your organization to do the same. The best leaders Dan interviewed read three books per month on management and leadership, and he suggests we should all attempt to read at least one per month.
3. Start Your Day with a Six Pack – (not what you're thinking), take 15 minutes as you drink your coffee

to list the 6 things you will get done that day, and do them.

4. Candor is a Gift – based on the simple rule that the higher you move in an organization, the less candid people will be with you; be brutally honest with yourself and invite your team to be brutally honest with you and each other. Meetings tend to be boring because we avoid conflict and we become "corporate nice". Make it safe for the team to interject opposing ideas. You will get better results and have better meetings.
5. Think Growth – make it everyone's job in the organization, tap your staff at all levels.
6. Leaders Need to Be Great at Sales/Conveying a Vision – a vision is often the most underutilized tool, and strong leaders motivate people to action to move a vision forward. Keep in mind people want to "buy" and not be "sold", make the organization's vision clear and compelling.
7. Find Balance – professionally, personally, and physically. Each of these components of your life impacts the other. Maybe you could have a "twelve pack"?... take another few minutes daily to create a list of things you do at home that will fuel your relationships and health.
8. Be a Coach – 70% of an organization's culture is driven by the CEO. Make sure there is only one agenda for your team, and hold yourself and team members accountable. Also, recruit team members to compensate for your own weaknesses.
9. "You Got Nothing" (without Integrity) – when you make a mistake, and you will, admit it, apologize, and move on. Integrity is the important value you have and can instill in your organization.

My role as Regent compels me to attend more events than I typically would, and I have really come to appreciate the value of the educational programs offered in Michigan. It is difficult to break away, though keep in mind that you need to in order to be more effective at what you do. As you listen to the speakers in just about any forum (MHA/ACHE), you both learn and reflect on your organization from different perspectives, and generate ideas, sometimes breakthrough ideas. Even if you think you don't have the capacity to implement one more thing, the process of focusing on the educational topics will recharge you brain and energize you when you get back to your desk.

It was a great conference, and a wonderful collaboration between the MHA, MHEGA, and GLACHE. There are other events coming up, we hope to see you at some of them...

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

Education Report

The Education Committee of GLACHE sponsored a luncheon at the MHA Conference in February, the Speaker, Brock Slabach from the National Rural Health Association spoke about Health Exchanges and the impact it will have on how employers provide health insurance.

May 10th and 11th the GLACE and MHGEA Education Committees are sponsoring **Comprehensive Leadership for Senior-Level Executives**. This program offers members an opportunity to earn 12 - Category 1 ACHE Credit Hours. This will be at the Kellogg Center in Lansing. Registration information has been emailed to members.

Mark your calendars for October 3, 2012 when we will be offering a session on Career Development in Kalamazoo, MI, there will be 1.5 Category 1 ACHE Credit Hours attached to this event. More details to follow.

We are also working with the ACHE Chapters in Minnesota and Wisconsin to sponsor a Tri-State Mini-Cluster this summer in Duluth, MN. This will be a two-day event in July, given in two sessions with six credit hours each. More details to follow.

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@spectrumhealth.org.

New Members: Take Advantage of the Resources of GLACHE and ACHE

As a nurse with over 20 years of experience providing direct patient care in a variety of clinical settings, I was

confident and competent with my skill-sets as I was the “go to” person---the nurse who knew the answers and if I didn’t, I certainly knew who to call. Despite that expertise I had earned, I was getting restless and felt as though I had peaked professionally in the clinical arena. It was after some deep soul-searching and self-assessing that I made the choice to advance my education. Three years later as I was beginning the last leg of my graduate program, it became clear to me that while I was refocusing my career towards leadership and establishing new skill-sets, I needed to find a new pool of resources. It was about this time that I learned about ACHE.

Since joining ACHE in July 2010, I have enjoyed several education offerings through our local Great Lakes chapter and encourage you to do so also. Not only will these opportunities provide relevant information, but it’s also a great time in an intimate setting to network with colleagues from other organizations in Michigan. Keep an eye out for your quarterly GLACHE Newsletter—you won’t want to miss out!

For new members the ACHE website is easy to navigate and you will discover, as I did, an abundance of resources and opportunities for both new and seasoned leaders. In addition to participating in several live webinars, I found two valuable resources that I continue to utilize:

The Leadership Development Program was a formidable and meaningful experience for me as a new leader. Whether you are embarking on a new career path like I was or are well-established in your current leadership role, this two day interactive program will help you identify your leadership strengths and areas for growth through personal self-assessments, one-on-one coaching, and collaboration with peers. I attended over a year ago and continue to draw inspiration and motivation from that valuable experience.

The Healthcare Reform Resource Guide is a sure way to cure “spinning-head syndrome” that comes from trying to demystify and weed through the complicated and emotionally-charged subject of the Patient Protection and Affordable Care Act. As a new leader, I had the responsibility to my staff, patients, and oddly enough, friends and relatives to know all I can about Healthcare Reform so that I can speak to it with intelligence and meaning. The ACHE web-site has made it simple to learn more about different topics affected by Healthcare Reform-- just go to <http://www.ache.org/HealthcareReform>.

ACHE is rich with resources and opportunities just waiting for new members to devour. Furthermore, the GLACHE Board of Directors is dedicated to each member's professional development by assuring information and resources are delivered each quarter via the newsletter. Whether you are a novice or are a veteran in healthcare leadership, you cannot stock your arsenal with too many resources. The resources at ACHE and your board at GLACHE can help you become that "go to" leader at your organization.

Pam Carlson, MSN, RN
Metro Health Hospital

Articles of Interest

How to Address a Sensitive Topic with Your Team

When you have a difficult problem or delicate issue to raise with your team, handle it with care. Here's how:

- **Request some time.** Get the team's attention by asking for some time to discuss an important issue. It can either be within an already scheduled meeting—"Can we take 20 minutes to talk about deadlines?"—or by scheduling one in the future.
- **Describe your observations.** Tell the rest of the team what you're seeing. Be specific, and use concrete examples. Of course, you should avoid attacking anyone on a personal level. Stick to professional issues, situations or behaviors.
- **Explain the impact.** Point out the possible consequences of the problem to team members, detailing how the outcome affects other parties—customers, vendors, colleagues and your organization. Quantify the effects if you can.
- **Ask for reactions.** Don't move into the problem-solving mode right away. Ask the team members to take a few moments, think about what you've said, and respond. Listen carefully. You may discover the situation isn't as serious as you thought.
- **Paraphrase and summarize.** Repeat other team members' comments in your own words to make sure you understand what they're saying. Take notes to help keep your thoughts straight, then summarize the discussion. This will help all of you get a sense of where you are and what needs to happen next.
- **Ask for help.** Solicit suggestions and ideas for next steps from the rest of the team. If nobody volunteers right away, start by proposing action plans of your own. However, don't push for an immediate solution if one isn't forthcoming. Make sure that the team

members agree on what's happening and understand what they need to do as a result.

—Adapted from "Everyone a Leader" by H. Germann, K. Hurson and D. Russ-Eft (Wiley)

To Sustain Momentum, Focus on the Positive

How can you encourage employees to finish a difficult task or keep up a sustained effort over a long time? Focus on what's been accomplished, not simply what still must be done. Use past triumphs as the foundation for moving forward:

- **When routine sets in.** Performance often flags after the excitement of starting a project or task. To get people back in the flow, try reminding them, "We made a great start, but now we seem to be falling off a little. Remember when we did A and B? If we try that approach again, we can..."
- **When the end seems far off.** Emphasize how much is behind you: "We've got 60 percent of the project done, and what we've learned should help us..." It's true that 40 percent is still not done, but you're presenting the glass as more than half full.
- **When you need a last push.** Sometimes mental and physical fatigue make the last stage the most difficult. Try saying, "We're almost there. What's left will definitely be easier than what we've already overcome, so..."

—Adapted from *The Teamwork Chronicles*, by Steven H. Carney (Greenleaf Book Group)

National News

ACHE Call for Nominations for the 2013 Slate

ACHE's 2012–2013 Nominating Committee is calling for applications for service beginning in 2013. 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 vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, District 2 (two-year term ending in 2015)
- Nominating Committee Member, District 3 (two-year term ending in 2015)
- Nominating Committee Member, District 6 (two-year term ending in 2015)
- 4 Governors (three-year terms ending in 2016)
- Chairman-Elect

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

- **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 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: Christopher D. Van Gorder, 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 2012–2013 Nominating Committee was held on Tuesday, March 20, 2012, during the Congress on Healthcare Leadership in Chicago. During the meeting an orientation session was conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum was 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. All candidates will be notified in writing of the committee's decision by Sept. 30, 2012, and candidates for Chairman Elect and Governor will be interviewed in person on Oct. 25, 2012.

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 Call for Nominations for Regent-at-Large

The ACHE Board of Governors is calling for applications to serve as Regent-at-Large in District 3 beginning in March 2013. ACHE Fellows are eligible for Regent-at-Large vacancies within their district. District 3 consists of Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota,

Nebraska, North Dakota, Ohio, South Dakota and Wisconsin. The goal of the Board of Governors in appointing Regents-at-Large is for the Council of Regents to mirror the diversity of ACHE Members and Fellows ([see the ACHE Statement on Diversity](#)). To that end, the Board seeks diverse applicants, especially women and minorities given their underrepresentation on the Council of Regents. The responsibilities of the Regent-at-Large, including suggested knowledge, skills and experience are included in the [position description posted in the Affiliates Only area of \[ache.org\]\(http://ache.org\)](#).

Appointments will be made by the Board of Governors in November.

Fellows from District 3 may apply to serve by sending a letter (see specifications below) via U.S. mail postmarked between Jan. 1 and July 15 to Thom D. Freyer, FACHE, CAE, American College of Healthcare Executives, 1 N. Franklin St., Suite 1700, Chicago, IL 60606-3529. Materials can also be sent via email to tfreyer@ache.org or faxed to (312) 424-2836.

Application specifications: Letters of application must include a statement by the candidate that addresses their qualifications for the position, including the characteristics identified by the Board of Governors that are noted above. Candidates may include up to two letters of support for their candidacy.

Board of Governors Exam Fee Waiver Promotion 2012

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, 2012, to receive the waiver.

For more information on the promotion, go to ache.org/FACHE.

Foreign Hospital Partnership Directory Launched

Created as the result of a 2011 joint study by ACHE and the American Hospital Association, the Directory of U.S. Hospital Partnerships With Foreign Hospitals is composed of U.S. hospitals nationwide with a foreign hospital partnership. The purpose is to provide a key resource for U.S. hospitals seeking to initiate partnerships with foreign hospitals; hospitals listed in the directory have agreed to be contacted by those seeking more information about their partnership. Hospitals that have a foreign partnership and are not currently listed in

the directory are encouraged to submit their partnership information on the page to be considered for inclusion.

The directory can be viewed under ACHE Resources on the homepage of ache.org.

2012 Fund for Innovation in Healthcare Leadership Education Programs

The Fund's 2012 ethics program, "**The Ethics of Mission and Margin**," will be led by Richard A. Culbertson, PhD, professor of global health systems and development and of family medicine, Tulane University, New Orleans, and offered on May 23 in conjunction with ACHE's San Antonio Cluster. The half-day session will address the universal ethical and political challenges of balancing mission and margin, focusing on the interests of patients benefiting from services potentially detrimental to the organization's fiscal performance; impact on the organization delivering primary and preventive care versus more lucrative specialty services; financial concerns of employers; and welfare of the community. In development is the 2012 innovation program to be offered on Oct. 12 at ACHE's Atlanta Cluster. Full details will be available soon at ache.org/Innovation.

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

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 individuals whose organizations lack the resources to fully fund their tuition.

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 measuring financial success, physician integration strategies, appraising personal leadership, managing disruptive behavior, talent development, understanding hospital governance, conflict management, 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 11–12), San Diego (Aug. 13–15) and Orlando, Fla. (Oct. 17–19). Participants will attend all three sessions.

To apply for a scholarship, please visit ache.org/Executive. All scholarship requests are due by April 6, 2012.

For more information on the Executive Program or the Toshiba America Medical Systems, Inc. scholarships, please contact Darrin Townsend, program coordinator, at (312) 424-9362 or go to 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 CEO 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 11–13), San Diego (Aug. 13–15) and Orlando, Fla. (Oct. 17–19).

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 30 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 Darrin Townsend, program coordinator, at (312) 424-9362 or visit ache.org/SeniorExecutive.

Senior Executive/Executive Program Informational Teleconferences

Join an informational teleconference on Tuesday, March 27, to learn more about the faculty, content and expected outcomes of the programs. The Executive Program session begins at 12:00 p.m. CST on March 27; the Senior Executive Program session begins at 1:00 p.m. CST on March 27. Call (877) 676-6548, follow the prompts and use code 443507077.

ACHE's 2012 Premier Corporate & Valued Sponsors

ACHE's 2012 Premier Corporate Partners

ACHE would like to recognize our 2012 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 affiliates in various ways, including providing financial resources, hosting networking events and offering educational opportunities. We are proud to recognize the following 2012 ACHE Premier Corporate Partners:

- 3M Health Information Systems
- Allscripts Healthcare Solutions, Inc.
- ARAMARK Healthcare
- Cardinal Health
- CareFusion
- Conifer Health Solutions
- Johnson Controls, Inc.
- Objective Health
- Philips Healthcare
- Siemens Healthcare
- 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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An Independent Chapter of



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for leaders who care®

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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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