

# 2014 GLACHE ELECTION BALLOT

This ballot conforms to GLACHE Bylaws, Section VI(B)1, and the currently seated board has verified that all candidates presented on this slate meet requirements to hold office as presented. Pursuant to GLACHE Bylaws, a

Directions: Please follow this link to place your ballot.

[VOTE.](#)

You may select up to five (5) candidates.

Completed ballots due by October 17, 2014.

## DIRECTOR ON GLACHE BOARD (2-YEAR TERM BEGINNING JANUARY 1, 2015)

- |  |  |
|--|--|
| <input type="checkbox"/> Bradley Casemore, FACHE<br>Southwest Michigan<br>Behavioral Health<br>Portage, MI | <input type="checkbox"/> Jamie Iedema<br>Alliance Health Care<br>Jenison, MI               |
| <input type="checkbox"/> *David DeSimone, FACHE<br>McLaren Flint<br>Flint, MI                              | <input type="checkbox"/> Joe Klesney, FACHE<br>Spectrum Health<br>Zeeland, MI              |
| <input type="checkbox"/> Connie Downs, FACHE<br>Pennock Health Services<br>Middleville, MI                 | <input type="checkbox"/> Lon Morrison<br>Progressive AE<br>Grand Rapids, MI                |
| <input type="checkbox"/> Kris Drake, FACHE<br>Carson Health, Sparrow<br>Health System<br>Dimondale, MI     | <input type="checkbox"/> Mary-Anne Ponti, FACHE<br>McLaren Northern Health<br>Petoskey, MI |
| <input type="checkbox"/> Jane Gietzen<br>Spectrum Health<br>Grand Rapids, MI                               | <input type="checkbox"/> Georgette Russell, FACHE<br>Carson City Health<br>Clare, MI       |
|  | <input type="checkbox"/> Jason Sheffer<br>Mid Michigan Health<br>Midland, MI               |

\* = Incumbent running for 2<sup>nd</sup> Term

Any questions regarding voting can be sent via e-mail to [kcoffield1@aol.com](mailto:kcoffield1@aol.com)  
(GLACHE Secretary) or Scott Newell (GLACHE President) at  
[scott.newell@sparrow.org](mailto:scott.newell@sparrow.org)

# GLACHE

## ACHE VISION:

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

## ACHE MISSION:

*To advance our members*

An Independent Chapter of



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

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

*September 2014 / Volume 6 / Issue 3*

## PRESIDENT'S REPORT

*Dear GLACHE Members,*

*Although the summer has gone quickly, our board and committees have been working diligently to meet the chapter's goals and begin preparing for 2015. I would like to thank all those who volunteer their time and allow the Great Lakes Chapter to serve the Healthcare leaders in Michigan.*

*I also want to thank the almost 150 GLACHE members who participated in the ACHE Chapter Needs Survey. Although there were many areas of importance to the GLACHE members, the top 3 were Face-to-Face Educational opportunities, Networking Events, and Career Services. These 3 areas have been at or near the top of the list for many years and the GLACHE will continue to focus attention on these. The full GLACHE Survey Needs report is in the newsletter.*

*Please join me in congratulating the GLACHE Service Award recipients. The ACHE Recognition Program was designed to acknowledge the contributions of ACHE members to healthcare management excellence through their volunteer service to their profession, their chapter and ACHE. I would like to recognize our GLACHE Service Award recipients for their significant service and contributions to the Great Lakes Chapter of the American College of Healthcare Executives.*

- Jim Full, FACHE
- Steven Berkshire, FACHE
- Scott Newell, FACHE

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

Scott Newell, FACHE, Sparrow Health System  
GLACHE President

## REGENT'S REPORT



One of the benefits of being the Regent is to recognize members for their engagement with ACHE and leadership in their respective organization. This year, we have six stellar recipients for the Regent Awards. They were nominated by you, our members, and selected by the Regent's Advisory Council. Please join me in congratulating the following members:

- Amy M. Lenz, Student at Central Michigan University, received the Student Award. Amy was selected for this award based on her dedication to advancing the healthcare administration program and learning opportunities at CMU.
- Marilyn Skrocki, JD, Professor at Saginaw Valley State University received the Faculty Member Award. Marilyn was chosen because of her involvement in growing Saginaw Valley State University's healthcare administration program, and engaging students in ACHE activities.
- Michael J. Breon, Director of Client Services in Process Improvement at Spectrum Health, earned the Early Career Healthcare Executive Award. Michael received this award because of his continuous involvement on the Great Lakes ACHE board, the education committee and GVSU's Student Chapter.
- Sister Xavier Ballance, FACHE, Special Advisor at Providence Hospital & Medical Centers received the Senior Career Healthcare Executive Award. Sister Ballance was chosen for her long-term leadership and impact to the healthcare industry.

•Brian S. Madison, FACHE, President of Healthcare Solutions, was selected for the Senior Career Healthcare Executive Award. Brian went above and beyond in working with the Program Committee to bring several educational programs to our members.

•Nancy M. Schlichting, FACHE, CEO at Henry Ford Health System, was awarded the Senior Career Healthcare Executive Award. Nancy was chosen based on her outstanding leadership in healthcare, within the state and nationally.

These leaders demonstrated innovative, creative management and leadership in their organization and participation in local and state activities as well as ACHE activities.

Our annual ACHE breakfast meeting was held at the MHA meeting in late June. Kevin Splaine and Chris Farnham, Spectrum Health, gave an engaging discussion on embedding process improvement in the culture. Specific examples were given, highlighting the savings, both tangible and intangible, at the organization.

I am also pleased to share that both our chapters have completed their statements on diversity and inclusion. These are included on the chapter's website and in their newsletters. Both chapters continue to offer impressive educational sessions. I hope you take advantage of these opportunities to learn and network.

*Christina M. Freese-Decker, FACHE, Spectrum Health System  
Regent for Michigan & Northwest Ohio*

## EDUCATION REPORT

The Great Lakes Education Team would like to thank all of our members who have come to our events in 2014. The GLACHE has offered 18 local face-to-face credits so far in 2014 and are planning on 2 more events this year. In June, the Education Committee met to plan out the GLACHE events for 2015. Although we are still finalizing dates, here is the 2014/2015 event schedule. Please be on the lookout for email announcement regarding these events.

- November 19, 2014

- Topics: Bending the Execution Curve: Implementing Successful Organizational Change in Hospitals and Healthcare Organizations  
Sustaining a Financially Vibrant Healthcare Organization
- Credits: 3 Face-to-Face
- Location: Grand Rapids

- December 19, 2014

- Topic: Six Sigma/Blue Ocean
- Executive Luncheon: Tine Freese, Spectrum Health
- Credits: 1.5 Face-to-Face
- Location: Grand Rapids

- 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 2015

- Topic: Developing and Deploying a Hospital Business Intelligence Strategy That Works
- Credits: 12 Face-to-Face (ACHE Cluster Course)
- Location: Mid or East Michigan

- May/June 2015
  - Topic: Executive Luncheon
  - Location: Northern Michigan
  
- September 2015
  - Topic: Journey to Excellence: How High-Performing Healthcare Leaders Achieve Organizational Success
  - Credits: 12 Face-to-Face (ACHE Cluster Course)
  - Location: West Michigan
  
- 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 Scott Newell at [scott.newell@sparrow.org](mailto:scott.newell@sparrow.org).

## **ACHE'S JOB BANK**

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](mailto:msantiago@ache.org) or (312) 424-9446.

## ARTICLES OF INTEREST

### Understanding Your Leadership Style

Understanding the way you lead is critical to success, and knowing that effective leadership for one team or field might not translate to another team or field is equally important. The complexity of the marketplace has prompted the importance of knowing your leadership style and discerning the style that a team will easily respond to. There are a plethora of leadership styles in the workplace, but the following six tend to be the most prominent in today's working environment:

1. *Charismatic*. This style can encompass a wide swath of personalities, but the common ingredient is that the energy ushered in by the leader is closely connected to the leader. Once the leader leaves a situation, the energy lingers behind. This style has been both praised and criticized, but it is clear there is value to those who bring energy to an organization with their sheer presence. A charismatic leader is an excellent vision-caster and can elicit a loyal and passionate following and increase the company's pace. The downside can be, some teams do not need to speed things up but rather need to slow them down, and occasionally this leader might not be detail oriented.

2. *Technician*. This leader displays both knowledge and skill and is the best producer of what an organization produces. The style is highly valued in cultures where competence is high in economic value. People who follow

this style boast an impeccable reputation and also set the bar for the standard of work quality. However, the style can have limits in terms of being replicated; people are often left wondering, "How does he/she do it?" The value of quality is, of course, incredibly important, but there is a distinction between leading the best and being the best.

3. *Strategic*. This type of leadership connects the dots. People who tend to be global and conceptual thinkers embody this leadership style. They are not only able to see the end destination, but they also know the path to get there must be identified and paved. However, this style can also provide disappointment and setbacks, because this leader can see what could be, as well as what is not.

4. *Team builder*. In this style, leadership is by roles and unity. The style recognizes that you cannot just assemble any group of people and claim you have a team. These leaders look at people individually and find roles for them to fill. They also align these individuals so they make up a collective whole.

5. *Managerial*. Described as leadership by systems, this style focuses on doing things correctly and efficiently. Processes and systems are designed and understood so current operations function consistently. Though some would argue managers are not leaders, one must acknowledge that effective managers have a profound influence on those that surround them. At the same time, they have the capacity to lead a culture that prizes management, even at the expense of effectiveness.

6. *Directive*. Lastly, is leadership by control. Common during the Industrial Revolution, the command-and-control style has slowed down in popularity. However, an organization in crisis can thrive with a directive leader who steps forward and brings order out of chaos. Today, there is still a need for directive leaders.

Knowing your style allows you to function in an environment where that style will flourish. As a leader, it is important to understand your natural style as well as be aware of the potential weaknesses found in that style. This gives leaders the confidence and skills they need to lead. Effective leadership in today's diverse

culture will require a team approach, and teams require diverse leadership styles. By employing the best leadership style for you and knowing when to adapt to other styles, you can effectively lead your team to success.

- Adapted from Glenn Gutek's article in *Briefings Bonus* from [www.communicationsbriefings.com](http://www.communicationsbriefings.com)

## **7 Common Credibility Blind Spots**

Some poor behaviors can be unintentional, but have the potential to derail your image. Being aware of these is critical, and once you identify them there are simple steps to eliminate these blind spots. In a hypercompetitive business world, the time to do that is now. Below you can find some of the most common blind spots:

1. *Using speech fillers.* These words include, "Um" and, "You know." These fillers are plentiful in our culture, and the business world. To avoid this, use a tactical pause while your mind searches for the next word.
2. *Making extraneous movements.* Jiggling your knee, bobbing your head or shifting your weight can be distracting and irritating to others, and can weaken your personal power. Stillness portrays the message that you are calm and confident.
3. *Self-commenting.* This tends to be overreacting to a mistake that was made. For example, apologizing when stumbling over a word or using nonverbal reflexes. Doing so portrays your internal criticism as an external preoccupation. Remember that mistakes happen, so correct them and move on.
4. *Misplacing upward vocal inflections.* Using upward inflections that sound like question marks at the end of a sentence can be widespread and contagious. Be vigilant so as to not pick it up. To ensure this, occasionally read aloud with strong downward inflections.
5. *Making yourself smaller.* Most people try to make themselves smaller when they feel intimidated in order to avoid being an easy target. This can include placing your feet together, tucking your arms to the sides or pulling

back on your volume. Practice optimal standing posture throughout the day—not just in important situations—to make it habitual.

6. *Masking your face and hands.* When people feel uneasy or put on the spot, they will occasionally mask their behaviors including crossing their arms or playing with their jewelry. Open your posture and engage your gestures at the start of every conversation. Practice this skill at company gatherings or networking events.

7. *Dropping eye contact.* Disengaging eye contact loses listeners. Keep your eyes on the horizon and give those listening the same respect you expect from them. Moving your eyes to the side momentarily to gather your thoughts is fine, but make sure when speaking to maintain direct eye contact.

- Adapted from Cara Hale Alter's article in *Briefings Bonus* from [www.communicationsbriefings.com](http://www.communicationsbriefings.com)

## **NATIONAL NEWS**

### *Join the Rainbow Healthcare Leaders Association*

The Rainbow Healthcare Leaders Association is a national organization with a mission to enhance the representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. RHLA is committed to focusing on disparities in care and preparing the next generation of LGBT healthcare executives. RHLA and ACHE have a shared interest in fostering the development of diverse healthcare leadership.

Join RHLA now and you will have access to the RHLA Mentorship Program and RHLA Forums, both of which will enable you to connect with other members in a meaningful and confidential environment. Members can share and receive feedback on business and personal issues that are important in their lives as they navigate their careers in healthcare.

For more information about RHLA membership or any of its programs, visit [rhla.org](http://rhla.org).

### **2014 Fund for Innovation in Healthcare Leadership Education Programs**

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 encouraging 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 ethical challenges and discuss the link between ethical decision making and organizational performance. Register now at [ache.org/Ethics](http://ache.org/Ethics).

If you missed the innovations program, “The Journey to Value-Based Care for Population Health: Sharing, Scaling and Replicating to Accelerated Results,” held in Washington, D.C., in early August, look for an article about the program in the January/February 2015 issue of Healthcare Executive magazine.

For more information on the Fund for Innovation in Healthcare Leadership and to donate, visit [ache.org/Innovation](http://ache.org/Innovation).

### **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](http://bogcommunity.ache.org).

### **Final Reminder: Physician Executives Forum Program**

The Physician Executives Forum launched last year to provide added value to physician executive members via tailored resources to meet the group’s unique professional development needs. A one-day education program is a cornerstone benefit of the Forum that offers an affordable learning and networking opportunity. Dates and location for the program are as follows:

*Physician Executives Forum Education Program*

*Oct. 11, 2014*

*Hyatt Regency O'Hare*

*More details available at [ache.org/PEprogram](http://ache.org/PEprogram)*

### ***Postgraduate Fellowship Area of [ache.org](http://ache.org) Provides a Vital Resource to Healthcare Organizations and Entrants***

*Postgraduate fellowships are essential to attract and develop highly qualified healthcare management professionals. ACHE offers robust online resources on postgraduate fellowships at [ache.org/PostGrad](http://ache.org/PostGrad) for organizations seeking to develop a postgraduate fellowship, organizations that want to find the best candidate and new healthcare management entrants looking for a fellowship opportunity. The site includes the Directory of Fellowships in Health Services Administration for organizations to post their fellowship opportunities and for students to find opportunities they want to pursue. Additionally, resources for organizations looking to start a fellowship include sample manuals, templates and checklists.*

### ***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\*](#)



## **Emergency Physicians Medical Group, PC**

*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](http://www.epmg.com)

### **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:  
Kristine Waide  
[kristine@elevenfish.com](mailto: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:**

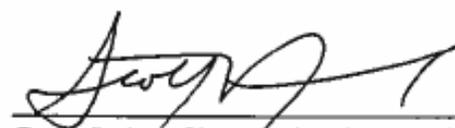
- The Chapter Nominating Committee is charged with assuring that the chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership
- The Great Lakes Chapter will endeavor to consider Diversity and Inclusion in all of its 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