

GLACHE

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President's Report

It is hard to imagine that we have already reached the summer months of 2013. Living in Michigan, it seems it takes months for the warm weather to arrive and only days before the fall season begins. I hope that each of you embrace and enjoy this summer in Michigan.

I must recognize the education committee led by Patrice Hatcher, FACHE, for their efforts in providing a variety of educational seminars and networking opportunities for 2013. In the last month, the committee provided two CEO luncheons led by Paul Spaude, CEO & President, Borgess Health and Rick Wright, CEO & President, McLaren of Greater Lansing. It takes a tremendous amount of time to secure quality speakers and coordinate the logistics of each event. I encourage you to not only take the time to participate in one of these exciting events, but also to thank those members who volunteer their time to facilitate our chapter programs.

I would like to welcome Amy Lenz, student president, Central Michigan University and William McGahan, student president, Grand Valley State University to the GLACHE Board. The GLACHE Board remains committed to having student representation from each learning institution in the chapter. We look forward to their involvement with the board as we continue to connect with our future leaders of healthcare.

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, Sparrow Health System
GLACHE President



Regent's Report

Regent's Breakfast June 27

I am happy to share that Gene Michalski, FACHE, President and CEO, Beaumont Health System, and Nancy Schlichting, President and CEO, Henry Ford Health System will present "Our Remarkable Leadership Journey" at the Regent's Breakfast, June 27, 2013 at the MHA Annual Meeting. Gene and Nancy will reflect on what brought their two organizations to the table and notable take-aways from the process of integrating two regional health systems.

Regent's Awards

The Regent's Advisory Council is accepting nominations for Regent's Awards until May 3. Please nominate an ACHE member in one of four categories:

1. Early Career Healthcare Executive
2. Senior Level Healthcare Executive
3. Distinguished Faculty Member
4. Outstanding Student

If you know of someone deserving, please take a moment to nominate them. To request a nomination form please contact: kellie.cislo@stjohn.org.

ACHE Executive Program

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 improving patient safety and clinical quality, physician integration strategies, appraising personal leadership, managing disruptive behavior, talent development, understanding hospital governance, conflict management and measuring financial success.

The Executive Program, a three-part series of sessions, will be held at the following locations and dates: Chicago (June 3–4), San Diego (Aug. 12–14) and Orlando, Fla. (Oct. 14–16). Participants will attend all three sessions.

For more information on the Executive Program or the Toshiba America Medical Systems, Inc. scholarships, please contact Darrin Townsend, program specialist, at (312) 424-9362 or go to ache.org/Executive.

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 1 and District 6 beginning in March 2014. ACHE Fellows are eligible for Regent-at-Large vacancies within their district.

District 1 consists of Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont.

District 6 consists of Uniformed Services and Veterans Affairs.

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. To that end, the Board seeks applicants who are female or persons of color. The responsibilities of the Regent-at-Large, including suggested knowledge, skills and experience are included in the position description posted in the Members Only area of ache.org. Appointments will be made by the Board of Governors in November 2013.

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Fellows from District 1 and District 6 may apply to serve by sending a letter (see specifications below) via U.S. mail postmarked between Jan. 1 and July 15, 2013, 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.



Peter Karadjoff, FACHE
Regent for Michigan

Education Report

Recent Face-to-Face (F2F) programs:

- Leading in a Multigenerational Hospital a 1.5 F2F credit panel discussion was held in Marquette, MI on May 7th. We had 8 participants. The group that did attend was looking forward to more programs being offered in the Upper Peninsula.
- The Process and Technique of Negotiation a 12 F2F credit program presented jointly by MEGH and GLACHE on May 16 & 17th was held in Lansing. We had close to 33 participants
- The Future of Healthcare Financing and the Urge to Merge a 1.5 F2F panel discussion was held in Lansing on June 12th. We had 41 people register.

Recent Networking programs:

- Networking program in Lansing on April 12th drew about 30 participants
- CEO luncheon with Paul Spaude in Kalamazoo drew 12 people
- CEO luncheon with Rick Wright had 34 registrations

Upcoming programs:

- 2nd Annual ACHE Northern Getaway on July 29-30, 2013 at The Waters of Minocqua Resort, Minocqua, Wisconsin. Co-hosted by ACHE Chapters from Minnesota, Wisconsin, Michigan and Canada. Choose from two different sessions:
 - Managing Change: Thriving in the 21st Century
 - Courage to Lead: Critical Skills for Healthcare Leaders

Save the Date programs

- September 20th, 2013: GLACHE Golf Outing and a Panel discussion on Health Care Executive Career Management in a Web 2.0 Era. This is still in the planning process.
- October 18th, 2013: GLACHE Annual Meeting to be preceded by a Panel discussion which is still in the planning process.

Patrice Hatcher, MSA, FACHE, McLaren Health Care
Education Chair

Photos from Past Events



CEO Lunch Session



CEO Lunch Session



Members listening to Panel Discussion on The Future of Healthcare Financing and the Urge to Merge.

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From Left to Right:

Phil Incarnati, President & CEO McLaren Health Care; Kira Carter-Robinson, President & CEO Sparrow Specialty Hospital; Connie Downs, CFO, Pennock Health Services; Mark McIntire, Senior VP, The Camden Group.



Pictured Left: Rick Wright, President & CEO, McClaren Greater Lansing Presenting at the CEO luncheon in Lansing.

2013 Chapter Member Needs Survey Coming This Month

The 2013 Chapter Member Needs Survey will be sent electronically in June to all ACHE members who have been chapter members for more than one year. The survey was developed and will be administered by ACHE's Division of Member Services. Results will be available by September for the Chapter Leaders Conference, held Sept. 30–Oct.1 in Rosemont, Ill.

In 2012, ACHE received a 43 percent overall response rate to the survey. Individual chapter response rates ranged from 34 percent to 64 percent. The complete results from 2012 are located in the Chapter Business Center under Chapter Service Center.

The 2013 survey will focus on types of events that might be offered by your chapter, the importance of and general satisfaction with chapter programs and services such as education, networking events and newsletters, and the volunteer experience of your chapter members. In addition, the survey will ask respondents to rate their overall satisfaction with their chapter.

NOTE: Chapter presidents may wish to encourage chapter members to respond to the survey so the results are as representative as possible. However, it is important to note the distinction between promoting the survey process without overreaching into campaigning for better scores. Campaigning to encourage members to provide high satisfaction scores is not appropriate.

Great Lakes Chapter of the American College of Healthcare Executives
Welcome New Members to the Great Lakes Chapter

March

Jenny L. Babcock, Spring Lake
Jeremy M. Curtis, RN, Jackson
Jerry Evans, MD, Muskegon
Jerry Grannan, Jackson
Marti Miller, Ludington
Tom Mushett, Kalamazoo
Eric Niedzwiecki, Portage
Rob Padgett, Portage
Nancy M. Vannest, Jackson

April

Amy Barnes, Battle Creek
Ryan Bengtson, Wyoming
Alyson J. Dondzila, Grand Rapids
Katelyn Ghilardi, Grand Rapids
Wendy J. Hamlin, RN, Kalamazoo
Elaina K. McLean, Clio
Cathy Metz, Flint
Rachel Putnam-Farley,
Frankenmuth
Jessica S. Rook, Holt
Marijo Snyder, MD, Kalamazoo
Michael Soltis, Wyoming
Drew J. Weil, Mount Pleasant

May

Heather Burger, Lowell
Sabrina Hebel, Mount Pleasant
Mitchell Hintz, Gaylord
Jessica Lakey, Portage
Heather Martin, Essexville

**Congratulations to the Following Chapter Members
for the Recent Accomplishments**

CONGRATULATIONS TO NEW FELLOWS:

March

Helen M. Johnson, FACHE, Ludington

April

Muhammad Haitham Al-Midani, MD, FACHE,
Burton

CONGRATULATIONS ON PASSING BOARD OF GOVERNORS EXAM:

March

Sarah M. Henning, Grand Rapids

RECOGNIZING RECERTIFIED FELLOWS:

March

Steven D. Berkshire, EdD, FACHE, Mount Pleasant
Sheryl L. Lewis-Blake, FACHE, Hastings
James J. Wincek, FACHE, Hastings

May

Michael J. Falatko, FACHE, Cass City
Raymond J. Higbea, PhD, FACHE, Grand Rapids
Henry A. Veenstra, FACHE, Zeeland
Jeffrey T. Wendling, FACHE, Harbor Springs

Articles of Interest

Avoid Complacency in Presentations

You often read about what to do to prevent public-speaking anxiety, specifically for new speakers. However, another problem faces the most seasoned speakers: complacency. Healthcare executives frequently speak about their organization and the field, and they have the speaking practice and thoroughly understand their subject matter. However, they may have stopped connecting with their listeners. Public-speaking expert Lisa Braithwaite offers this advice to fight complacency:

• *Pay attention to your audience.* Research each group of people, and learn what each group will want from you and what they care about. During your presentation, watch their body language and expressions to monitor their engagement.

• *Update your references.* Don't rely on the same old stories, examples and activities. Keep them fresh so that you appear current.

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- *Reorganize your content.* Can you reorder your points? Omit some? Add new ones? A new arrangement can make a presentation you've given dozens of times flow better, and the newness of it will recharge you.
- *Evaluate yourself.* Record yourself and watch it later—even if you have been presenting for years. Hand out a survey to the audience after a presentation, and ask for feedback on your performance. Then grade yourself. Would you want to watch your presentation? How can you use the audience feedback to improve your next performance?

—Adapted from “Does Experience = Complacency for Speakers?” by Lisa Braithwaite, www.coachlisab.com

Focus on Professional Growth

Create an individual development plan to become a stronger leader and colleague. Pick one quality about yourself that you would like to change, and then answer the following questions:

- *If I improve [area you want to strengthen], how will I benefit?* Figure out what's in it for you. If you won't benefit in some way, you aren't likely to commit to the change. Example: If I improve how I show my appreciation, I will improve my relationships.

National News

ACHE's New President and CEO Takes the Helm

ACHE welcomed its new president and CEO, Deborah J. Bowen, FACHE, CAE, on May 13. Bowen was executive vice president and COO at ACHE and replaces Thomas C. Dolan, PhD, FACHE, FASAE, who retired as ACHE's president and CEO on May 10 after 27 years of service to ACHE and the healthcare management profession. Bowen looks forward to working with ACHE's Board of Governors, Regents, chapters and staff to help ACHE members be successful leaders in transforming healthcare. To learn more about Bowen, read her interview in the July/August 2013 issue of *Healthcare Executive*.

- *How will others benefit?* Describe how the change will positively affect your colleagues, employees, boss, team and organization. Example: My employees will know that I appreciate them, and that will boost their morale. They'll be happier and more productive, and that will decrease turnover.

- *How will changing this behavior lead me to reach my professional and personal goals?* Example: I'll have a happier, more productive team, which increases our chances of hitting our targets. Showing my family and friends my appreciation will strengthen those relationships.

- *What will happen if I don't change?* Example: I could lose valuable employees. That turnover could kill our productivity and our chances of hitting our goals.

- *What will be the cost of changing this behavior?* Will you have to give up something? How much time will it take? Example: It takes only minutes a day to recognize someone's hard work.

—Adapted from “Is That Development Goal Really Worth It?” by Dan McCarthy, Great Leadership, www.greatleadershipbydan.com

Executive Diversity Program Accepting Applications

The scholarship application process for the Thomas C. Dolan Executive Diversity Program opened on Monday, June 3, 2013. The deadline for submissions is Friday, Aug. 2.

The year-long program will provide full scholarship support to a cohort of mid- and senior-level careerists who aspire to higher leadership roles and will provide specialized curriculum opportunities addressing barriers in career attainment and developing executive presence. A maximum of six scholars will be selected.

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The Executive Diversity program scholars will participate in all of the following events in 2014:

- January 2014 Orientation Meeting—Chicago
- March 24–27, 2014 57th Congress on Healthcare Leadership—Chicago
- June 2–4, 2014 Senior Executive or Executive Program Session I—Chicago
- August 4–6, 2014 Senior Executive or Executive Program Session II—San Diego
- October 13–15, 2014 Senior Executive or Executive Program Session III—Orlando
- December 2014 Customized Educational Event/Wrap Up—Chicago

In addition, the program features one-on-one interaction with a specially selected mentor and participation in formal leadership and career assessments.

The Foundation of ACHE's Thomas C. Dolan Executive Diversity program was established by the Board of Governors to honor Thomas C. Dolan, PhD, FACHE, FASAE, president and CEO of ACHE from 1991–2013, and his long-standing service to the profession of healthcare leadership and to further his strong commitment to achieving greater diversity among senior healthcare leaders.

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

The Foundation of the American College of Healthcare Executives is still encouraging donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—will shape the future of healthcare leadership. Visit ache.org/ExecutiveDiversity to make a donation.

2013 Congress Recap

Nearly 4,000 healthcare executives recently gathered in Chicago to participate in ACHE's 56th Congress on Healthcare Leadership. This

year's Congress offered attendees opportunities to learn, connect with colleagues, share knowledge and insight, and gain fresh perspectives so that together we can design and implement strategic initiatives to meet the challenges of healthcare delivery. Relive or experience for the first time some of the best leadership presentations from Congress at ache.org/CongressMultimedia. Finally, save the date for next year's Congress! The 57th Congress on Healthcare Leadership will be held March 24–27, 2014, at the Hyatt Regency Chicago.

Attend the Inaugural Physician Executives Forum Education Program

As part of the new Physician Executives Forum, launched in January 2013, its inaugural education program will be held on Friday, Aug. 9, at the Grand Hyatt New York, following the New York Cluster. This one-day program will strengthen your skills and build your knowledge base in three key areas: leadership, communication and strategic planning. Gain valuable advice from a panel of C-suite executives who are successfully working with physician leaders to improve patient care. Expert faculty include [Thomas A. Atchison, EdD](#) and [Alan M. Zuckerman, FACHE, FAAHC](#). Physician executives can register now at ache.org/PEprogram. Physician Executives Forum members will receive a \$100 discount off

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the registration fee. To learn more about membership in the Physician Executives Forum, visit ache.org/PEForum.

Fund for Innovation Offerings

ACHE is offering a new special session funded in part by the Foundation of ACHE's Fund for Innovation in Healthcare Leadership. On Tuesday, Sept. 24, in conjunction with the San Diego Cluster, ACHE and the Fund will present **"The Innovation Center: Taking Action to Improve Care and Reduce Costs,"** led by Valinda R. Rutledge, former director of the Patient Care Models Group at the U.S. Center of Medicare and Medicaid Innovation (Innovation Center). During this valuable, half-day session, you will gain an understanding of the Innovation Center and the impact that various funded initiatives will have on the delivery of healthcare to Medicare and Medicaid beneficiaries and on healthcare organizations that deliver that care. See how the Innovation Center supports healthcare leaders in creating new care delivery models. Discover opportunities to deliver better health, improved care and lower costs to people with the highest healthcare needs in your communities. In addition, leaders from three organizations that are participating in different pilots with the Innovation Center will share their experiences, outcomes and challenges in implementing these pilots. Participation in this workshop qualifies for 4 hours of ACHE Face-to-Face Education credit.

As a result of this program you will identify breakthrough strategies leading healthcare organizations are developing to:

- Improve patient safety
- Promote care that is coordinated across healthcare settings
- Invest in primary care transformation
- Create new bundled payments for care episodes

For those already participating in the San Diego Cluster continue your professional

growth with this special offering. Or, participate solely in this program and discover tremendous opportunities for improving patient care and the overall health of the communities you serve. Visit ache.org/CMSinnovation for details.

This program is just one way the Fund brings innovation to the forefront of healthcare leadership. For more information about the Fund for Innovation in Healthcare Leadership, visit ache.org/Innovation or call ACHE's Customer Service Center at (312) 424-9400.

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.

Postgraduate Fellowship Area of 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 whether an organization seeking to develop a postgraduate fellowship, an organization that wants to find the best candidate or 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 2013 Premier Corporate & Valued Sponsors

ACHE would like to recognize our 2013 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 in various ways, including providing financial resources, hosting networking events and offering educational opportunities. We are proud to recognize the following 2013 ACHE Premier Corporate Partners:

- ARAMARK Healthcare Technologies
- Cardinal Health
- CareFusion
- Conifer Health Solutions
- Philips Healthcare
- Trane Global Healthcare Practice

MKM architecture + design named to Modern Healthcare Top 100.

MKM architecture + design (MKM) was recently named one of the Top 100 Healthcare Architectural Firms by Modern Healthcare magazine for the seventh year in a row.

MKM is one of only three Indiana-based firms named to this prestigious national list. Each year Modern Healthcare compiles the top architects based on the dollar volume of healthcare construction projects completed during the prior calendar year. Healthcare represented over 90% of MKM's work again in 2012.

MKM architecture + design is an award-winning design firm dedicated to community health and wellness. For more information, visit www.MKMdesign.com or call us at 260-422-0783.

Join our GLACHE LinkedIn Group!

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

GVSU HPGSA Website & Facebook Connections

Below are links to GVSU's HPGSA website and Facebook pages.

<http://www.gvsu.edu/spnha/student-organizations-77.htm>

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

Great Lakes Chapter of the American College of Healthcare Executives

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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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