

GLACHE

Great Lakes Chapter of the American College of Healthcare Executives

March 2014 / Volume 6 / Issue 1

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

We are slowly creeping out from our long winter and I, along with many of you, are looking forward to green grass and a warm breeze. I want to thank Patrick Brillantes for his dedication and service as our chapter president these past 2 years. He has done a tremendous job in continuing to move the GLACHE forward and keeping our focus on being the premier professional society for healthcare leaders.

In 2014, the GLACHE Board is continuing its' commitment to position our chapter to be a national leading chapter that is dedicated on providing the best value to the members. This year's strategic plan is focused on several key areas:

Member Engagement

- Engage members in GLACHE activities to enhance effective networking and career opportunities with emphasis on current, potential, new, and student member.

Knowledge

- Provide high quality, valuable and diverse educational offerings for members. These educational opportunities will be designed to meet the needs of students, early careerists, and mid to senior level members.

Communication & Networking

- Communicating effectively and efficiently with members is a critical mission for the GLACHE. Communication tools include the GLACHE and ACHE websites, quarterly newsletters, and our LinkedIn page.
- Each education session will include networking time.

Service Excellence

- Determine funding parameters and community commitment to position GLACHE as a leading chapter within ACHE



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And the CEO Top Concern for 2013...

In a recent ACHE article, Financial Challenges again topped the ranking of concerns for hospital CEO's. This has been the top concern for the past 10 years and is fueled by issues like government funding cuts, Medicare and Medicaid reimbursement, bad debt, and decreasing inpatient volumes. In the article, Deborah J. Bowen, FACHE, CAE, president and CEO of ACHE said, "It is not surprising that financial challenges and health reform implementation are on the minds of hospital CEOs. In addition, both government mandates and patient safety remain top priorities as CEOs and leadership teams work hard to improve patient care and redesign care delivery as they face a challenging reimbursement climate."

The top 5 CEO concerns noted in the article are:

1. Financial Challenges
2. Healthcare Reform Implementation
3. Government Mandates
4. Patient Safety and Quality
5. Care for the Uninsured

The full article can be seen at: <http://www.ache.org/pubs/Releases/2014/top-issues-confronting-hospitals-2013.cfm>

Understanding that financial challenges continue to be a top concern, the GLACHE is sponsoring a 12 face-to-face session, Preparing to Live on Medicare Rates: A Margin Improvement Planning Program, on June 5-6 in Lansing. There is limited space available, so please sign up early if you are interested. If you need more information please feel free to contact me.

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

REGENT'S REPORT



I wanted to use my last "Regent's Message" to express my heartfelt thanks and appreciation to the leaders of ACHE in Michigan, the Boards of MCACHE and GLACHE. I have the vantage point to see how much discretionary effort they put into the programs and services offered at events, and what they do to maintain the viability of our chapters themselves. I know how busy each of these individuals are, and yet they find the time to create and deliver content to benefit our 1,100 Michigan

ACHE members.

In our day jobs, we all have benchmarks, scorecards, and expectations that are a challenge to fulfill. Our chapter leaders have another layer of expectations that they put on each other, or that are set by ACHE against the benchmark performance of other ACHE Chapters across the country/world. Both Michigan chapters are recognized for their accomplishments, and serve as models for other states to follow. Growth in membership, Fellow advancement, “contact hours”, and financial metrics are a few of the measures, though the value they deliver is much greater. They are investing in our profession and the professional growth of our members. They do this for no compensation, other than the pride, and compassion of serving others. (I want to thank them further for representing ACHE and the Regent by delivering an hour (at least) of content to each of the nine Higher Education Network (HEN) universities in Michigan.)

Michigan has a new Regent starting next month, Christina M. Freese-Decker, FACHE, Senior Vice President and Chief Strategy Officer, Spectrum Health System. Michigan will be in the hands of a great new leader, (Tina won the “Robert S. Hudgens Memorial Award for Young Healthcare Executive” last year, which is a really big deal!), who is extremely focused, driven, and fun.

Thank you all for allowing me to serve.

Peter Karadjoff, FACHE, Providence Park Hospital
Regent for Michigan

EDUCATION REPORT

The Great Lakes chapter has an exciting year coming up for educational events. In addition to the recent Career focused session in Flint and other upcoming face-to-face sessions sponsored by GLACHE, we are also co-sponsoring a 12-credit hour ACHE course with the Midwest Chapter of the ACHE on June 5-6, 2012. This will allow for us to provide local ACHE members the chance to receive over 18 Category 1 credits within the state of Michigan. Please watch your email for details regarding the following events and for other exciting educational opportunities in 2014.

April 18, 2014

- GLACHE Networking event (Lansing)
- Michigan Athletic Club 3:30 - 5:30

May 1, 2014

- Executive Luncheon (Grand Rapids) - Consolidation or Collaboration
- Keynote speaker - Mike Faas, FACHE, President/CEO Metro Health

June 5-6, 2014

- Preparing to Live on Medicare Rates (Lansing)
- 12 ACHE Face-to-Face Credits
- Limited space available

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.

GLACHE Members who read this newsletter could be eligible for a free educational event credit (1.5 credits face to face), a \$30 value, good for one year. (One GLACHE Member per quarterly newsletter will be selected.)

MEET YOUR NEW REGENT, CHRISTINA M. FREESE-DECKER, FACHE



Christina is senior vice president and chief strategy officer of Spectrum Health System in Grand Rapids, Mich. She previously served ACHE as a member of the Voluntary Giving Committee, Career Services Task Force and Regents Advisory Council. She also served as president of Great Lakes Chapter of the American College of Healthcare Executives. She begins her three-year term on March 22 during the Congress on Healthcare Leadership in Chicago. Christina can be reached at (616) 391-7963 or christina.freese@spectrumhealth.org.

Please extend your thanks to outgoing Regent for Michigan, Peter J. Karadjoff, FACHE, and outgoing Regent for Ohio—Northern, Janice G. Murphy, FACHE, for all their hard work. Peter can be reached at (248) 465-4500 or peter.karadjoff@stjohn.org. Janice can be reached at jmurphy@skmc.ae.

WELCOME NEW MEMBERS TO THE GREAT LAKES CHAPTER

December 2013

J. Patrick Dyson, FACHE, Kalamazoo
Mark M. Vipperman, FACHE, Ludington

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

Matthew L. Barnum, East Lansing
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

CONGRATULATIONS TO THE FOLLOWING CHAPTER MEMBERS FOR THE RECENT ACCOMPLISHMENTS

Congratulations to new Fellows:

January

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

Recognizing Recertified Fellows:

February

William J. Caron, FACHE, Iron Mountain
Susan B. Reinoehl, FACHE, Kalamazoo

March

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

Members Who Recently Passed the Board of Governors Exam:

January

Nasimul Ahsan, MD, Jacksonville

February

Connie S. Downs, CPA, Hastings

ARTICLES OF INTEREST

7 Things Really Persuasive People Do

While many people don't like to sell, most find themselves having to persuade someone at some point. Persuasion is not just for salespeople and their prospects. You may try to persuade an employee to perform better, or perhaps you want to persuade your boss to take on your brilliant idea. Whatever your persuasive need, here are seven things that the most persuasive people consistently do:

1. They Are Purposeful

Truly persuasive people understand their power and use it sparingly and knowingly. They understand that most conversations do not require trying to get someone to do or accept something. Aggressive pushers are a turn-off and will put most people on the defensive. It's the person who rarely asks or argues that ultimately gets consideration when they strongly advocate an idea, especially when they do it with power and persistence. Simply put, they pick their battles. Want to persuade more? Argue and advocate less often.

2. They Listen ... and Listen ... Then Listen Some More

People who know how to persuade also know that just pushing their own argument will get them nowhere. They certainly are able to articulate their position in a convincing way, but that is only half the equation. They are actively listening when in persuasion mode. First, they are listening to assess how receptive you are to their point of view. Second, they are listening for your specific objections,

which they know they'll have to resolve. Last, they are listening for moments of agreement so they can capitalize on consensus. Amazingly persuasive people are constantly listening to you and not themselves. They already know what they are saying. You can't persuade effectively if you don't know the other side of the argument.

3. They Create a Connection

It's easy to dismiss people who are trying to persuade you if you have no emotional stake in them or their argument. Really persuasive people know this, so they will be likeable and look for common ground to help establish emotional bonds and shared objectives. They show empathy for your position and make it known that they are on your side. They manage their impatience and wait for you to give them permission to advocate their approach. You'll persuade people much more easily if they are open and aligned with your desires.

4. They Acknowledge Credibility

Really persuasive people understand that there is no sense wasting time arguing facts. Most of the world does not function in black and white. They value strong opinions and will make sure that you are entitled to yours. In fact, they will make sure they give you full credit for every argument of yours that has some validity. This makes it harder for you to fully dismiss their point of view. When you are persuading people, reinforce their credibility on facts and opinions rather than dismissing them outright. Then they'll be more likely to pay you equal respect in the exchange and be more open to the merits of your opposing view.

5. They Offer Satisfaction

Smart persuaders know that they don't have to win every little battle to win the war. They are willing to sacrifice when it helps the overall cause. They are ready to find the easiest path to yes. Often that is simply to give you what you want whenever possible. Give ground where you can and hold your ground only where it matters. Choose being successful over being right.

6. They Know When to Shut Up

Successful persuaders get that you don't win the battle by constantly berating people with an unending verbal barrage. Wearing people down is not an effective strategy. They carefully support their arguments and check in with questions that will help to close the conversation. Then they step back. The great sales trainer Tom Hopkins still teaches these decades-old techniques of his mentor J. Douglas Edwards. His most important lesson is "Whenever you ask a closing question, shut up. The first person who speaks, loses."

7. They Know When to Back Away

Urgency and immediacy are often the enemies of real persuasion. It's possible to close a less significant sale through urgency, but deep ideas require time and thought to take root. Great persuaders bring you along in your own time. And they give you the space and time to carefully consider their position. They know that nothing is more powerful than your persuading yourself on

their behalf. That almost never occurs in the presence of the persuader. The next time you want to persuade someone of something truly important, follow the tips above, make your case, and walk away. If they don't come around, you were probably wasting your effort in the first place.

—Adapted from “7 Things Really Persuasive People Do,” by Kevin Daum, www.inc.com

Professional Development on a Budget

You can provide ongoing training for yourself and your team without expending a large amount of resources by starting a book club. It's simple: The team commits to reading a book by a selected due date, and then you meet to discuss what you have learned. Follow these steps to make a book club part of your training plans for 2014:

1. *List the topics you want to cover.* Examples: management, leadership, communicating effectively, time management, etc. Aim for one topic a month. Then search online for books on that month's skill. Pick a few books for each topic so that you can give the team a choice of what to read. Then vote as a team to pick the book.
2. *Meet to discuss the process.* At the beginning of each month, hold a meeting to hand out copies of the book, to set a deadline for finishing the reading and to provide a list of discussion questions employees should answer as they read the book. Include these questions among others: “What was most important to you?” “What did you learn that was new?” “Did you agree or disagree with any parts of the book?”
3. *Provide enough time to read the book.* Three to four weeks is ideal. You want employees to benefit from the reading, not be stressed out by it.
4. *Reconvene to discuss what you've read.* Ask for people's initial thoughts on the book. Then go over the discussion questions.
5. *Apply the learning to work.* Choose one or two ideas that you will implement in your organization immediately.

—Adapted from *Communications Briefings*, January 2014, www.communicationsbriefings.com
<http://www.briantracy.com>

NATIONAL NEWS

Register Now for the 2014 Congress on Healthcare Leadership

ACHE's Congress on Healthcare Leadership brings you the best in professional development, exceptional opportunities to network with and learn from peers, and the latest information to enhance your career and address your organization's challenges in innovative ways. The 2014 Congress on Healthcare Leadership, “Where Knowledge, Ideas and Solutions Connect,” will be held March 24–27 at the Hyatt Regency Chicago. Join us and be part of the dynamic, energizing event that draws world-class speakers and more than 4,000 healthcare leaders from across the nation and around the world. Register at ache.org/Congress.

2014 Fund for Innovation in Healthcare Leadership Education Programs

The 2014 innovations program, “Healthcare Innovation: Taking Action, Improving Care and Reducing Costs 2.0,” will focus on key initiatives introduced by the Center for Medicare and Medicaid

Innovation (the Innovation Center). The program will highlight three organizations that are working with the Innovation Center and organization representatives will describe their experiences in implementing projects to develop better healthcare in communities with the highest care needs. This special program will be offered Aug. 11, 2014, in conjunction with the Washington, D.C., Cluster. 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, on Oct. 28, 2014, in conjunction with ACHE’s Salt Lake City Cluster. The half-day session will feature Gilbert’s remarks on ethical leadership in the era of reform and a panel of healthcare executives who will explore effective, intentional and practical ways for healthcare leaders to strengthen their organization’s focus on doing the right thing. For those already attending the Salt Lake City cluster, continue your professional growth with this important session. Or, just participate in the morning workshop and leave with a renewed sense of commitment. Full details will be available soon at ache.org/Innovation.

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

The Fund for Innovation in Healthcare Leadership, a philanthropic initiative of the Foundation of the American College of Healthcare Executives, was created to bring innovation to the forefront of healthcare leadership. The Fund works to inspire and develop future leaders, promote diversity and inclusion among healthcare leaders, explore emerging complex ethical issues and encourage innovations in healthcare management.

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 has assisted them in achieving that goal. It consists of three sessions, each two-and-a-half days in length. Locations and dates are as follows: Chicago (June 2–4), San Diego (Aug. 18–20) and Orlando, Fla. (Oct. 13–15).

Participants grow professionally in a supportive learning environment over the three sessions. The Senior Executive Program includes relevant topics such as reducing medical error, improving board relationships, increasing personal influence, financial management in the era of payment reform, confronting disruptive behavior and influencing public policy.

Enrollment is limited to 30 healthcare executives. For those individuals whose organization lacks the resources to fully fund their tuition, a limited number of partial scholarships underwritten by Toshiba American Medical Systems, Inc. are available. For more information, contact Darrin Townsend, program specialist, at (312) 424-9362 or visit ache.org/SeniorExecutive.

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 relevant topics such

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 2–3), San Diego (Aug. 18–20) and Orlando, Fla. (Oct. 13–15). Participants will attend all three sessions.

Enrollment is limited to 30 healthcare executives. For those individuals whose organization lacks the resources to fully fund their tuition, a limited number of full scholarships underwritten by Toshiba American Medical Systems, Inc. are available. For more information, contact Darrin Townsend, program specialist, at (312) 424-9362 or visit ache.org/Executive.

Physician Executives and Healthcare Consultants Forums

ACHE's Physician Executives Forum and Healthcare Consultants Forum enhance value to physician executive and healthcare consultant members through a package of benefits tailored to their unique professional development needs.

The Physician Executives Forum offers education, networking and relevant information that address the top issues physician executives face such as leading quality initiatives and enhancing interdisciplinary communication skills. Benefits include a special designation on ACHE's online Member Directory, e-newsletter and an exclusive LinkedIn Group. Physician executive members with an MD or DO credential are encouraged to visit ache.org/PEForum to learn more about the Forum's benefits and to join.

The Healthcare Consultants Forum can help healthcare consultants stay ahead of the curve and more effectively meet client needs through targeted resources designed with their needs in mind. Benefits include a special designation on ACHE's online Member Directory, e-newsletter and an exclusive LinkedIn Group. More information is available on ache.org/HCFForum, where interested consultant members can join.

The cost of membership in either the Physician Executives or Healthcare Consultants Forum is \$100 annually in addition to ACHE annual dues.

Board of Governors Exam Fee Waiver Promotion 2014

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, 2014. [Eligible 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, 2014, to receive the waiver.

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

ACHE Call for Nominations for the 2015 Slate

ACHE's 2014–2015 Nominating Committee is calling for applications for service beginning in 2015. All members 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 2017)
- Nominating Committee Member, District 3 (two-year term ending in 2017)
- Nominating Committee Member, District 6 (two-year term ending in 2017)
- 4 Governors (three-year terms ending in 2018)
- 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, West Virginia.
- District 3: Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, 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 a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and must be received by July 15, 2014. All correspondence should be addressed to Gayle L. Capozzalo, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2014-2015 Nominating Committee will be held on Tuesday, March 25, 2014, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members 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, 2014, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 30, 2014.

To review the Candidate Guidelines, visit [ache.org/CandidateGuidelines](https://www.ache.org/CandidateGuidelines). If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

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](https://www.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>

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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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An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®