

# GLACHE

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## President's Report

The fall season is one of the beautiful times of the year in Michigan. I hope you all are able to enjoy and experience this change in seasons. As this summer comes to a close, I continue to encourage you to participate in one of our chapter activities this fall. We have several exciting educational sessions including our GLACHE Annual Meeting on October 18<sup>th</sup>. It is a great venue for quality education and networking with your colleagues. We will be providing a chapter update and provide recognition to several chapter members for their contributions to ACHE.

Recently, the chapter board formalized a Sponsorship Committee led by Jeff Lemon and David Desimone. We believe that a comprehensive sponsorship program will provide additional financial support for our chapter and will also increase our engagement with corporate partners. We are reaching out to our chapter members to see if you, your organization, or any of your colleagues may be interesting to support our Great Lakes Chapter as a sponsor. We have various levels of support for sponsorships. I encourage you to forward any possible sponsors including contact information to [David.Desimone@mclaren.org](mailto:David.Desimone@mclaren.org).

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

**Patrick J. Brillantes, FACHE, Sparrow Health System**  
**GLACHE President**

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## Regent's Report

### ACHE Breakfast and Regent Awards

The summer started well on Mackinac Island at the MHA Annual Meeting with the ACHE Breakfast and Regent's Award presentations.

- James E. Burgdorfer from Juniper Advisory LLC spoke at the breakfast on the Michigan hospital market's significant increase in the number of hospital/system integration transactions. The presentation reviewed the phenomenon in the context of events in Michigan as compared to national trends; changes in the manner in which Michigan hospital sellers seek partners; the structure of the hospital business in Michigan compared to other parts of the U.S.; the large number of transaction 'failures' in Michigan and their causes; and, future changes to the structure of the hospital industry in Michigan. It was an energetic presentation and great discussion.
- Regent's Awards were presented to several well deserving individuals after a thoughtful nomination process, open to all 1,100 ACHE members in Michigan, and selection by the Regent's Advisory Council (RAC). The RAC, comprised of MHEGA and GLACHE leaders and former Regents, selected the following awardees from approximately 20 nominations:
  - **Mary Kay VanDriel, FACHE**, President, Value Health Partners and **Thomas M. Brisse, FACHE**, Executive Vice President of Operations, Beaumont Health System received the Senior-Level Healthcare Executive Award.
  - **Patrick J. Brillantes, FACHE**, Administrative Director-Neuroscience, Orthopedic & Metabolic Services, Sparrow Health System and **Laura Napiewocki, JD, MHSA**, Associate, Hall, Render, Killian, Heath and Lyman received the Early Career Healthcare Executive Regent's Award.
  - **Heather Martin** received the Outstanding Student Award. Heather is a student in the Master of Science Health Leadership (MSHL) Program at Saginaw Valley State University.
  - **Kyle L. Grazier, PhD** received the Distinguished Faculty Member Award. Dr. Grazier is the current Chair of the Department of Health Policy and Management at the University of Michigan.

It has truly been an honor to get to know most of our awardees personally through our collective work in the chapters and with the ACHE. Michigan has developed a very engaged ACHE membership through excellent chapter leadership, program planning, succession planning, and the friendly competitive grit to outperform chapters in other states. We hear the word "networking" frequently, and working together on various chapter projects and initiatives has been the basis for A LOT of networking in our state. The more you volunteer with your chapter, work on advancement to Fellow, and participate in events, the more you will get to know healthcare leaders beyond the four walls of your organization. Never stop enriching your knowledge base and contact list.



**Peter Karadjoff, FACHE**  
**Regent for Michigan**

## Education Report

2013 has been a very busy year so far and we appreciate all the healthcare leaders who have participated in the panel discussion as well as those who have taken time out of your busy schedules to join us in one or more of these sessions. Our last event scheduled for 2013 is on October 18<sup>th</sup> at the M-Tech Center in Lansing. This event will have multiple sessions, including the following:

- Successfully Managing a Multi-Generational and Diverse Workforce
- Population Health Management
- Leveraging Social Media
- Annual Board Meeting

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, questions or suggestions, please feel free to email Pat Hatcher at [Patrice.Hatcher@mclaren.org](mailto:Patrice.Hatcher@mclaren.org).

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

## Welcome New Members to the Great Lakes Chapter

### ***June***

2LT Troy W. Forbes II, Mount Pleasant  
Nesha D. Hill, Lansing  
Anastasia E. Morris, Haslett  
Mark Sequin, Bay City

### ***July***

Steve Cassin, Manitou Beach  
Randolph K. Flechsig, Sheridan  
Randi L. King, Grandville  
Jeffrey Rowe, Rockford

### ***August***

Bregitte K. Braddock, Saginaw  
Sheri L. Chatterson, Grand Rapids  
Michael A. Genord, Rochester  
Priscilla J. Kimboko, PhD, Walker  
Mandy R. McCracken, Bad Axe  
David Ottenbaker, Grand Rapids  
Kaley Petersen, Rockford  
Mandy Reed, Grand Rapids  
Harpreet Singh MD, Grand Rapids

### ***September***

Mark A. Clark, Portage  
Kenneth Fawcett Jr., MD, Grand Rapids  
Oussama Itani, MD, Kalamazoo  
Carmen Jackson, Burton  
Polly Krywanski, Grand Rapids  
Thea Reigler, Grand Rapids

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

### CONGRATULATIONS TO NEW FELLOWS:

#### *July*

Sheila Atwood, FACHE, Kalkaska  
Susan Makela, FACHE, Ishpeming

### RECOGNIZING RECERTIFIED FELLOWS:

#### *June*

Timothy S. Elder, FACHE, Lansing  
Paul A. Spaude, FACHE, Kalamazoo  
Janet C. Sternberg, FACHE, Bad Axe

#### *July*

Mary L. Neff, FACHE, Mesick

#### *August*

David J. DeSimone, FACHE, Flint  
Laurie J. Fleming, FACHE, Saint Joseph  
Lisa L. Pascoe, FACHE, East Lansing

#### *September*

Edward G. Dornoff, FACHE, Kalamazoo

## Articles of Interest

### Finding the “Motive” in Motivation

For decades, management science has concerned itself with researching and developing sophisticated systems for understanding and unleashing employee motivation. Organizations have experimented with countless combinations of possible solutions to arrive at that magical motivational mix, including:

- Compensation, bonuses and different takes on doling out financial rewards to inspire employees
- Recognition in a variety of flavors, including verbal reinforcement, physical tokens and exotic trips
- Team structures that support relationships and greater autonomy
- Enticing work spaces
- Flexible schedules and remote working opportunities

Is it possible that we’ve over-engineered a complex solution to a simple problem? Is it possible that it’s a lot more organic and more altruistic than all of this? Is it possible that motivation can be enhanced and even optimized simply by helping others connect their work with the value it brings to others? Recent research suggests an emphatic “yes.”

### The Altruistic Angle

[Adam Grant](#), the Wharton professor and author of *Give and Take: A Revolutionary Approach to Success*, offers considerable evidence that making the connection between work and the value it brings to others activates motivation.

In his scholarship call-center experiment, time on the phone increased by 142 percent and revenues grew by 171 percent to 400 percent after the callers met those benefiting from the scholarships for which they were raising funds. In another study, Grant determined that positioning healthcare provider hand-washing in terms of benefits to the patient (versus benefits to the provider) [triggered a](#)

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[33 percent increase](#) in the volume of product used and a 10 percent increase in compliance.

**Mine the Motive** These studies suggest that as humans we may be intrinsically motivated to serve and bring value to others. If that's the case, then it behooves leaders to explore four strategies that may tap into this altruism and activate a service/value/motivation loop.

1. **Make it personal.** Let employees see, hear and experience the customer directly. If the work cannot be structured for routine customer contact, then engineer regular human touch points. Invite a customer to attend meetings. Arrange for field trips to customer sites. Schedule a ride-along with key customer contacts. Survey data and feedback forms are interesting; but they don't replace human contact for tapping deep human emotions and connections.
2. **Offer a value menu.** Develop and regularly share targeted messaging that connects work with the value it delivers. In busy day-to-day work, it's easy for employees to forget the deeper meaning and contributions associated with the tasks performed. Leaders must remind them and keep it front-of-mind in a variety of ways including living mission statements, decision-criteria that are customer-focused, and performance feedback and recognition that relate directly to customer value.
3. **Connect the dots.** Policies, processes and changes (all of which tend to meet employee resistance) are more palatable when employees understand how the customer and others benefit. Vet rules, guidelines, ideas and approaches by rigorously considering the value they deliver. This provides a structural means for systemically tapping into employees' internal motivation.
4. **Encourage back-patting.** To raise awareness (and the motivation it triggers) routinely ask employees how they are helping the customer and each other. Who

did you help today? What's the best thing you've done for our customers today? What's the biggest difference you've made to a colleague or his/her work? Before long, employees will have internalized the discipline of connecting their performance to its value to others ... and they'll be volunteering this information.

Altruism and service to others might be the most powerful (and under-leveraged) source of internal motivation within employees. Leaders who are willing to consider and explore this possibility will bring greater humanity to the workplace, unleash potential and performance, and in the process experience a more profound and satisfying connection to their own work. In this way, they'll help themselves and those around them find the motive behind their motivation.

—Adapted from “Finding the “Motive” in Motivation” by Julie Winkle Giulioni, [www.smartblogs.com](http://www.smartblogs.com)

### Rethink Your Meeting Structure

At LinkedIn, presentations during meetings are a thing of the past. CEO Jeff Weiner says that because they have eliminated them during meetings, they focus on valuable discourse instead. Follow their lead with this process:

- *Send presentation materials prior to meeting.* Any slides or data that people planned to share during a meeting are sent to participants at least 24 hours prior to the meeting. Participants are expected to study the content before joining the session. Tell employees to put the same effort into preparing the

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materials that they would if they were presenting in front of the group. When materials are well-prepared, it usually isn't necessary to spend time clarifying information.

- *Allow time to review the materials.* At the beginning of LinkedIn meetings, everyone is provided with five to 10 minutes to read the materials. For those who haven't read the contents, they can get up to speed. For those who have read everything, they have time to refresh their memories.
- *Open the floor for discussion.* Rather than having someone present the materials, focus on talking, digging deeper into the data, sharing insights and engaging in meaningful debate.

—Adapted from “A Simple Rule to Eliminate Useless Meetings,” Jeff Weiner, [www.linkedin.com](http://www.linkedin.com)

### National News

#### Save the Date 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.**

Nearly 4,000 healthcare leaders attended the 2013 Congress on Healthcare Leadership. Join us in 2014 and be part of the dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides:

- Education on current and emerging issues
- More than 140 sessions of practical learning from healthcare's top leaders
- Opportunities to connect with your peers
- Career-enhancement workshops

The opening date for Congress 2014 registration and to reserve hotel accommodations is November 13, 2013.

#### Access Complimentary Resources for the

#### Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE<sup>®</sup> credential, ACHE offers complimentary resources to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include the [Exam Online Community](#), [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#), are designed to be supplements to other available Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

- The Exam Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. The Community was recently redesigned, and its new look and streamlined navigation features are intended to enhance the member experience in utilizing this study tool. Participants can discuss Exam topics with experts and have the option to participate in study groups. Interested Members may join the Exam Online Community at [bogcommunity.ache.org](http://bogcommunity.ache.org).
- The *Reference Manual*, found at [ache.org/FACHE](http://ache.org/FACHE), includes a practice 230-question exam and answer key, a list of

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recommended readings, test-taker comments and study tips.

- Fellow Advancement Information webinars provide a general overview of the advancement to Fellow process, including information about the Board of Governors Exam, and allow participants to ask questions about the advancement process. An upcoming session is scheduled for Dec. 12. Register online at [ache.org/FACHE](http://ache.org/FACHE).

### Connect With Other U.S. Hospitals Engaged in a Foreign Hospital Partnership

Created as the result of a 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. The complimentary directory can be viewed on the homepage of [ache.org](http://ache.org) under the Resources section. 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.

### Take Your Favorite ACHE Publications With You

All three of ACHE's publications—*Frontiers of Health Services Management*, *Healthcare Executive* magazine and the *Journal of Healthcare Management*—are available through the ACHE Publications App. An added benefit for members and subscribers only, the app does not replace the print editions. It provides an enhanced experience for readers by delivering interactive digital versions of each ACHE publication. The app can be downloaded at no charge from the App Store

and also accessed as a mobile Web app through any browser. For more information, visit [ache.org/DigitalPublications](http://ache.org/DigitalPublications).

### Apply for a Tuition Waiver

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](mailto:tsomrak@ache.org). For more information, visit [ache.org/TuitionWaiver](http://ache.org/TuitionWaiver).

## **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](http://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>



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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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