

GLACHE

Great Lakes Chapter of the American College of Healthcare Executives

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An Independent Chapter of



President's Report

As a member of ACHE for over the last decade, I have personally found a great deal of value with the quality of educational programs and networking events that ACHE offers at local and national level. ACHE has been instrumental in my professional development as it has for many of you. Our roles as healthcare leaders will continue to be challenged in dealing with healthcare reform, intense market competition, limited organizational resources and others. Because of this changing landscape, we seldom have the time to participate in educational seminars. This fall, I encourage you to invest the time to participate and engage in an upcoming ACHE program as we have several networking and educational sessions scheduled throughout our GLACHE region. I am confident your experiences will be positive. Please visit our new and updated webpage at <http://greatlakes.ache.org/> and view our schedule of upcoming sessions.

As a reminder, the 2012 GLACHE Chapter Meeting is planned for Friday, November 9, 2012 at the Eagle Eye Conference Center in the Lansing area. We will be providing an overview of the chapter and recognizing several leaders for their contributions to ACHE. Our feature speaker will be ACHE President Elect, Diana Smalley, FACHE.

Lastly, I would like to recognize and commend the following chapter members for the recent accomplishments, as well as, welcome our new members to the Great Lakes Chapter.

Members who recently passed Board of Governors Exam

June Sheila Atwood, Kalkaska

New Members

June John A. Berg, Lansing
Amy Davis, Battle Creek
Katy Heyer, Freeland

July Rashelle Ludolph, Grand Rapids
David O. Brown, East Grand Rapids
Thomas Curtis, Mason

August Thomas R. Ahearn, Midland
Rene Barron, DeWitt
Marcie A. Harris, Grand Rapids
Kristina M. Hooson, Middleville

David Luna, JD, Grand Rapids
Kevin Murphy, Grand Blanc
Derek Neumayer, Snover
Kristy S. Smolinski, Rogers City
Shaun Raleigh, Fruitport
Peter Skiles, Lansing
Alicia Jack, Grand Rapids
Daniel P. Millard Jr., Berrien Springs
Christie Perdue, Gaylord
Jill J. Straszheim, Muskegon

Recertified Fellows (FACHE)

June Jean A. Anthony, FACHE Uby
July Timothy C. Heinrich, FACHE, Ludington

Timothy J. Johnson, FACHE, Eaton Rapids
G. Curt Meyer, FACHE, Grand Rapids

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 Fall 2012

Thanks to the Regents Advisory Council who has volunteered to assist ACHE and I in reaching out to our eight ACHE Higher Education Network (HEN) programs in Michigan. The HEN includes: Central Michigan University, Eastern Michigan University, Grand Valley State, Oakland University, Sienna Heights University, University of Detroit Mercy, University of Michigan, and University of Michigan Flint.

We make it a point to present an overview of ACHE to students in these programs annually, and more importantly, offer personal insight on their potential career paths. The presenters review ACHE fundamentals such as the Mission, Vision, services, and how to use them as part of a templated outline, though I think the greatest value is derived in the discussion surrounding how to use ACHE. The materials and presentation are rather intuitive, so the presenters can count on the students asking more about their personal career path, what is the best way to get a start in healthcare leadership, and how to advance their careers. Some of the students are traditional graduate or undergraduate students in their early 20's, though many have 20+ years of experience as clinicians, in healthcare logistics/support, or in other careers. The groups are richly diverse in experience, age, race, personality, and interest.

I would also suggest that the persons deriving the most value from the sessions are the presenters themselves. The range of questions posed by the students, and the required reflection in order to answer them is, at times, self-revealing. I am happy the students have this opportunity and even more delighted to hear the RAC presenters describe their experiences.



Peter J. Karadjoff, FACHE
GLACHE Regent
Providence Park Hospital

Education Report

As we are winding down the year please consider registering for our Final Face to Face sessions in conjunction with the Annual meeting on November 9th registration details will be open by the end of the week.

CEO Luncheons – Networking Events - The following two events are sold out!

- **October 24, 2012**
CEO, Rick Breon, Spectrum Health at Mangiamo in Grand Rapids
- **November 16, 2012**
CEO Dennis Swan, Sparrow Health System at University Club, Lansing

November 9 2012 – Annual Meeting and back-to-back sessions

- Networking Breakfast
- Influencing Health Care Policy in Today's Political Landscape (1.5 Face to Face credits)
- Physician – Hospital Integration: The Key to Creating Value (1.5 Face to Face credits)
- 2012 Annual GLACHE Meeting with ACHE Chairman Elect, Diana Smalley as the guest speaker

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 call or email Patrice Hatcher at 810-342-2542 / patrice.hatcher@mclaren.org

Articles of Interest

How to Address the Elephant in the Room

There you are, just sitting in the conference room minding your own business and waiting for the meeting to start. Then in it comes—a gray, 10,000-pound, trunk-swinging monstrosity. To your dismay, it plants itself firmly in the center of the room. The meeting begins as expected, but everyone's attention is drawn to the unwelcome centerpiece. As the meeting concludes, everyone is only vaguely aware of what was said because they were too distracted by what was not said.

We have all experienced the elephant in the room—a situation where everyone avoids a looming and important issue. Unaddressed issues of such gravity foster confusion and make everyone distracted, preoccupied and even fearful. These emotions consume time and impede productivity.

Many prefer to avoid the unsettling emotions that come with addressing the elephant in the room. But it is a leader's responsibility to confront the elephant head on to avoid its damaging effects on productivity. If your group is without a leader—or at least one who is willing to take action—an elephant in the room is an opportunity for you to demonstrate your leadership skills.

Recognizing the elephant is an important first step, but the challenge comes in addressing the elephant in a manner that enables everyone to discuss the issue comfortably and move past it. The strategies that follow show you how to do just this.

1. **Make sure it is an elephant.** Thinking carefully before you speak is especially important if you want to address an elephant. Before you bring the issue to the group, you need to make sure it is an elephant for everyone. Bringing up an unsettling topic that was not on everyone's mind may create a new elephant. Try consulting with another member of the group to verify that others also see the elephant. This critical test of your social awareness skills will ensure that you are all on the same page, which will allow you to begin planning an appropriate approach to the topic. If you and your ally agree an elephant in the room exists, consider the ramifications of clearing the air, including the reactions you are likely to see from various members of the group. Brainstorming with an ally will not only prepare you for talking with the larger group but also boost your confidence in addressing this necessary issue.

2. **Make a plan and stick to it.** Bringing up an uncomfortable or controversial topic often produces a flood of emotions in yourself and those around you. Having a concrete plan ready beforehand will enable you to maintain the clear head you need to manage the discussion. An effective plan includes two basic elements: what you are going to say and when you are going to say it. First, decide what needs to be said, jotting down these important points. Organize these points conceptually to keep the conversation focused and on topic. Next, carefully evaluate the ideal timing for each of your points. Good timing will ensure your audience is as receptive as possible to discussing the elephant.

When the time finally arrives to have the discussion, remember to stick to your plan so that an emotional hijacking does not occur and lead you astray from naming, discussing and moving forward from the elephant in the room.

3. **Be direct, honest and thorough.** A difficult issue becomes an elephant in the room when it is ignored, despite everyone being aware of it. By naming what everyone is avoiding, you will transform the elephant into an obstacle that the group can tackle. Be open with the group and present the details to the best of your knowledge. Directly spell out the truth about what the elephant really is, in its entirety. It is essential to be straightforward about all of the information, even if it is unpleasant. Tiptoeing around even small aspects of the issue will only perpetuate the tension surrounding the elephant. Being direct enables you to manage others' perceptions and prevent the elephant from becoming distorted by rumors. Being direct, honest

and thorough shows respect for your audience and builds their trust in you as a leader.

4. **Open up the discussion.** Once you have had the opportunity to clear the air, it is time to open the floor to others. Like you, your audience has many concerns about the elephant in the room and needs to express them. Use your social awareness to determine the most appropriate timing for giving others a chance to respond. Before doing so, be sure that you convey every point that you had planned to convey. Presenting a thorough description of the elephant will ensure that the session continues to move forward rather than becoming a rehashing of false information. Asking the group members to share their input and concerns regarding the issue displays consideration for their perspective and creates unity in solving the problem. This open-forum approach allows the group to discuss a once "forbidden" subject and sets the tone for continuing to speak about the issue to prevent it from reverting to "elephant" status.

5. **Closure.** Memories of an event are shaped by the moment where the emotion peaks and by how things come to a close—regardless of how many road bumps are hit along the way. Before the meeting concludes, be sure that you have discussed all facets of the elephant and that everyone understands the issue at hand. Make a plan together for how the issue will be tackled going forward. When people leave feeling confident about the discussion because lingering questions were addressed and the next steps are clear, the elephant is unlikely to continue as a distraction. Even if the discussion of the elephant in the room was a rocky one, ensuring closure is a sure-fire way to give everyone confidence that brighter days lie ahead.

—Adapted from an article by Travis Bradberry, PhD, and Nicole Wolfe, August 2011. www.talentsmart.com.

When Change is Afoot, Help Your Staff Get On Board

Reorganizations, mergers and layoffs are facts of life in business. So are their consequences: demoralization, absenteeism and turnover. There is not much you can do about the cause, but you may reduce the side effects with these change-management strategies:

- **Be prepared.** When workers ask whether things will change, do not say, "I hope not," or, "I don't think so." Of course, things will change. Even if the specific thing they fear never comes to pass, sooner or later something will happen to rock their world. Rather than sticking your head in the sand, suggest that workers think through how they would respond if changes occurred. They will feel more confident if they can prepare for whatever comes.

- **Be realistic.** Although you do not want to greet changes with fear and loathing, it is equally unhealthy to view them through rose-colored glasses. For instance, do not assume remaining workers will be doubly productive after layoffs because they are grateful to still have jobs. In all likelihood, they will be shell-shocked, resentful and less productive.
- **Be open.** Discuss changes with your staff and reassure them it is okay to be honest about what they are feeling. If you act like it is business as usual, workers may feel they have to suppress their emotions. By acknowledging their fear or anger, you can help them to release those feelings and adapt more quickly to their new environment.
- **Be forthright.** During times of change it is crucial to frequently communicate with workers. Tell them what you can as soon as you can—or else the rumor mill will take up the slack. By being honest and forthcoming, you can help allay their fears and secure their respect.
- **Be creative.** Solicit employee input on how best to deal with workplace changes such as the loss of key personnel or an increased workload. Working together to creatively solve any problems that arise will help your staff maintain a sense of teamwork and help them feel they are managing change, rather than falling victim to it.

—Adapted from *Communication Solutions*, August 2012; (800) 878-5331; www.comsol.biz.

National News

Save the Date for the 2013 Congress on Healthcare Leadership: March 11–14 at the Chicago Hilton and Palmer House Hilton

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.

Nearly 4,700 healthcare leaders attended the 2012 Congress on Healthcare Leadership. Join us in 2013 and experience the energy of an 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 registration and to reserve hotel accommodations is Nov. 13, 2012.

Tuition Waiver Assistance Program To reduce the barriers to ACHE educational programming for 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 granted on the basis of financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster seminars
- Self-Study Program courses
- Online seminars
- Online Tutorial (preparation for taking the Board of Governors Examination in Healthcare Management)
- ACHE Board of Governors Exam Review Course

All requests are due no earlier than 16 weeks and no later than eight weeks before the program date, except for ACHE self-study courses, which have quarterly application deadlines. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified 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.

Please refer to the Frequently Asked Questions document, which is attached. If you have additional 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.

Complimentary Resources for Members Seeking to Pass Board of Governors Exam

For Members starting on the journey to attain board certification, 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. It also provides the

opportunity to discuss Exam topics with experts and the option to participate in study groups. Interested Members may join the Exam Online Community at <http://bogcommunity.ache.org>.

- The *Reference Manual*, found at ache.org/FACHE, includes a practice 230-question exam and answer key; a list of recommended readings; and test-taker comments, study hints and 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 December 6. Register online at ache.org/FACHE.

Looking for Information About Health Reform?

The [ACHE Healthcare Reform Resources](#) section on ache.org is dedicated to helping you find resources to address reform challenges. Exclusively for ACHE members, the guide is intended to provide the knowledge and insight necessary to lead your organization through the challenges leaders face today. It is not intended to be all-inclusive, but rather an ever-evolving tool with regularly-updated resources to address your concerns, develop your skills and meet the demands of the changing environment.

To further facilitate browsing, the resources have been organized into 10 topic areas, including delivering accountable care, meeting clinical staffing demands, implementing IT solutions and more.

[Access the guide today.](#)

ACHE's 2012 Premier Corporate & Valued Sponsors

ACHE's 2012 Premier Corporate Partners

ACHE would like to recognize our 2012 Premier Corporate Partners, whose year-round support helps ACHE further its mission and adds value to our membership. Our Premier Corporate Partners demonstrate commitment to ACHE and its affiliates in various ways, including providing financial resources, hosting networking events and offering educational opportunities. We are proud to recognize the following 2012 ACHE Premier Corporate Partners:

- 3M Health Information Systems
- Allscripts Healthcare Solutions, Inc.
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- CareFusion

- Conifer Health Solutions
- Johnson Controls, Inc.
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- Philips Healthcare
- Siemens Healthcare
- Trane

Become a Valued Sponsor

Your organization can support GLACHE by becoming a sponsor, giving you exposure to 100's of healthcare professionals. Your contribution helps to offset meeting costs and enables GLACHE to provide programs that enhance the professional development of healthcare executives. Several sponsorship categories are available and all donations are tax-deductible. For more details, please contact Mary Kay VanDriel, FACHE, at marykay.vandriel@valuehp.org or call 616.391.1592. We would like to thank our sponsors for their continued support!

GLACHE Featured Sponsor



Join our GLACHE LinkedIn Group!

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



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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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CARE IS HOW WE LEAD.

As a physician-owned, hospital-based, emergency medicine practice that creates highly-effective emergency departments we care about every patient interaction. We care about building knowledge, sharing and making everything we touch just a little bit better.

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 **CARE
IS WHO
WE ARE.**

