



GLACHE Quarterly

December 2017

Volume 9, Number 4

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President's Report

Kira M. Carter-Robertson MHA, FACHE



The holiday season is upon us and it is always a busy time for everyone with end of the year deadlines, holiday celebrations and planning for the year ahead. It's also a perfect time to stop and reflect on all the things in our life that we are thankful for. Even at the most challenging times of my life, I've tried to find at least one thing for which I am grateful. The goal is to feel gratitude for not only the "big" things, but smaller ones as well: waking up in the morning, being able to walk, see, hear, etc. It's amazing to see how many blessings we've accumulated over the years when we stop to count them. So, in the spirit of Thanksgiving, I wanted to take time out to say:

- Thank you to our **Members** for your support, input and suggestions that help us strive to make GLACHE the healthcare association of choice for healthcare leaders in our region.
- Thank you to our **Volunteers** who continue to give, and give, and give. Whether you have participated as a speaker on a panel, served as a committee member and/or helped run an event, your time and support of GLACHE is appreciated.
- Thank you to our **Board of Directors** for your time and energy in helping to develop programs and events to serve the needs of the Chapter.
- Thank you to our **Sponsors** for your support which enables us to provide relevant, high-quality and low-cost programming for our members.

As 2017 comes to a close, make sure to take a little time to reflect upon, celebrate and enjoy each special moment the Holiday Season brings.

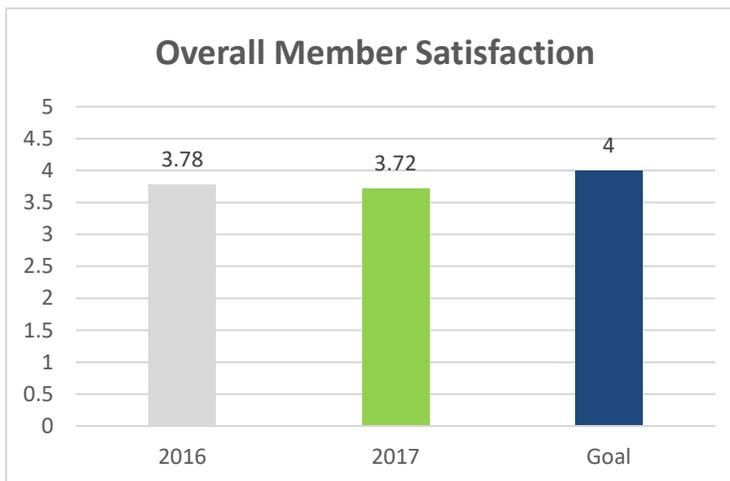
Join me in welcoming the following new board members (elected to serve a 2-year term; January 1, 2018 – December 31, 2019):

- Ondrea Bates, FACHE Senior VP of Operations and Continuum Care Henry Ford Allegiance Health, Jackson
- Steven Berkshire, FACHE Doctor of Health Administration Professor and Director, Central Michigan University, Mt. Pleasant

- Eric Henry, FACHE, VP of Operations, Munson Medical Center, Traverse City
- Helen Johnson, FACHE, CNO Spectrum Ludington
- Shelly Johnson, FACHE, COO, Spectrum Health Gerber, Fremont
- Marilyn Skrocki, FACHE Professor Saginaw Valley State University, Saginaw
- Dr. Hyung Kim, Senior Associate Dean for Clinical Affairs, MSU College of Human Medicine, East Lansing
- Tonya Smith, FACHE, President Munson Healthcare, Cadillac

I look forward to serving with the new GLACHE Board members and appreciate their commitment. In addition, I would like to recognize Dan Borton, Michael Breon and Kimberly McVicar, who will be transitioning off the Board. Your time, talent and dedication to GLACHE is much appreciated.

Thanks to all our members who participated in the 2017 Chapter Member Needs Survey.



The GLACHE Board of Directors will be using feedback from results to aid in development of 2018 Goals.

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

Members who passed the Board of Governors Exam:

September

- Meleah Mariani, FACHE (Fremont)

October

- Steve Barnett, DHA, FACHE (Sandusky)

Recertified Fellows:

September

- Jacob G. Budd, FACHE (Jackson)
- Karen Pakkala, FACHE (Grand Rapids)

November

- Robert J. LaBarge, FACHE (Strugis)

New Members:

September

- Kristine B. Allen (Eaton Rapids)
- Trevor D. Hodges (Calumet)
- Matthew Jacobs (Auburn)
- Susan Kolanowski (Hastings)
- Anna Melville (East Lansing)
- Frank Tafelsky (Traverse City)
- Cheryl Tafelsky (Midland)

November

- Tina I. Miller, RN (Manistee)
- Hunter Nostrant (Newberry)
- Jeffrey Skinner (Grand Rapids)
- Stacie M. Stephens (Wyoming)

October

- Marissa L. Cruz, DPT (Flint)
- Angela Graham-Williams, PhD (Kalamazoo)
- Thomas Kurtz (Owosso)

Chapter growth and retention are practices to which the GLACHE Board is firmly committed. On behalf of the Board, thank you to our members who have invested/reinvested in the FACHE credentials. We also appreciate every member who has chosen to join our chapter; we are committed to ensuring you receive value from your membership.

As we finish out the year, I look forward to seeing you at our events and hearing how we can continue to enhance our programs and offerings. This is YOUR organization – so help our Board make it the best it can be! There are many opportunities to get involved in our Great Lakes Chapter. If you are interested in joining a committee (Education, Membership, Sponsorship), please contact me at kira.carter@sparrow.org. Please also watch your email for announcements regarding upcoming events, and be sure to check the GLACHE website (www.glache.org) regularly for updates.

Have a Safe Holiday Season and a Wonderful New Year!

Kira M. Carter-Robertson, MHA, FACHE

Great Lakes Chapter President
Sparrow Health System

Regent's Report

Derk Pronger, FACHE
Regent for Michigan & Northwest Ohio
dpronger@mhc.net



Chapter Leaders Conference (CLC)

I want to thank the leaders from both the MCACHE and GLACHE boards who attended the ACHE Chapter Leaders Conference in Chicago on September 18-19. The conference serves as a resource for staying up-to-date with all matters related to the ACHE, learning best practices from chapters across the country and providing networking opportunities with peers. At the CLC the MCACHE and GLACHE leaders were able to get together to discuss potential collaborative strategies going forward. Those opportunities will be followed up at each chapter's respective strategy planning session.

Management Innovations Poster Session/Call for Innovations/2018 Congress on Healthcare Leadership

ACHE is inviting authors to submit narratives of their posters for consideration for the 34th Annual Management Innovations Poster Session to be held at ACHE's 2018 Congress on Healthcare Leadership. We are interested in innovations which address issues affecting your organization and could be helpful to others, such as; improving quality or efficiency; improving patient or physician satisfaction; implementation of electronic medical records; uses of new technology; and similar topics. All accepted applicants will be expected to be available to discuss their posters on Monday, March 26, from 7-8 am, and posters will remain on display from March 26–28 at Congress. Please go to <http://www.ache.org/CongressPosterSession> for the full selection criteria and submission instructions. Submissions will be accepted through January 16, 2018.

Summer Enrichment Program (SEP)

For the second consecutive year, the ACHE continues its strategic alliance with the American Hospital Association's Institute for Diversity in Health Management (IFD) to co-promote the Summer Enrichment Program (SEP), which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The SEP places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations across the country. Since 1994, some of the nation's leading hospitals and health systems have served as host sites for more than 1,200 SEP interns. The primary goal of our strategic alliance is to increase the number of students who participate in SEP each year and, accordingly, increase the number of host sites.

I would like to thank all of the Michigan and Northwest Ohio healthcare organizations who participated in last year's Summer Enrichment Program and encourage the rest of our members to take advantage of the program.

Membership Inquiries

With the recent upgrade to the ACHE's website, our members have requested assistance with accessing information pertaining to their records. As the ACHE continues to optimize its website, candidates who are due for recertification or who have any questions regarding their Fellow status may reach out to ACHE's Customer Service Center. The staff are very knowledgeable and will be able to inform candidates as to the number of continuing education hours they have logged for the current recertification period. Please go to <https://www.ache.org/contact.cfm>.

Thank you to all who submitted nominations and participated in the selection process. A formal presentation of award winners will take place at a future chapter meeting.

Annual Meeting Highlights

GLACHE hosted its Annual Meeting on November 3, 2017. The annual meeting is a time for the GLACHE Board of Directors to highlight the accomplishments of the chapter for the year and to recognize GLACHE members for their contributions to the chapter and the healthcare field.

Chapter Highlights Include:

1. Focus on rebuilding Board and Board Succession.
2. GLACHE offered a total of 24 face-to-face credit to members for calendar year 2017.
3. Creation of Membership Committee to focus on member engagement and retention.
4. Chapter remains in good financial standing.

Recognition Awardees

- **Service Awards** - Celebrates member commitment to the healthcare management profession and is bestowed based on a range of specific volunteer activities around service to profession, service to ACHE chapters, and service to ACHE national that



demonstrate leadership and contributions to furthering professional excellence.

Service Awards were awarded to Kris Drake, GLACHE Treasurer (Not Pictured); Patricia Hatcher, FACHE, GLACHE President Elect (Left); and Derk Pronger, FACHE, Regent (Right)

- **Regent Awards** - Recognition of excellence and outstanding contributions to the field of healthcare management. Recognition given for early careerist, senior careerist, faculty and student.

- **Regent Awards were presented to the following GLACHE Members: Kimberly L. McVicar, Ferris State University, was awarded the Regent Award for Outstanding Faculty; and Maria Dunneback (picture to the right), Grand Valley State University was awarded the Regent Award for Outstanding Student.**



- The GLACHE Board provided a special recognition to Dan Borton, FACHE, who is retiring in 2018 and stepping down from the Board, for his outstanding service to the GLACHE Chapter over the years as one of its founding members.



The keynote speaker for the event was Chris Mitchell, Senior Vice President, Advocacy, Michigan Health & Hospital Association, who gave an insightful and light-hearted overview of the state and federal landscape impacting healthcare.

GLACHE Education Corner

PROGRAMMING TO DATE

The GLACHE Education Committee has been busy this year, developing quality programming and networking events for the chapter. Below are highlights of programs and events to date:

- Hosted “Equity of Care: The Call to Eliminate Health Disparity” on March 17, 2017 for 1.5 face-to-face (F2F) credits.
- Hosted Early Career Development and Career Positioning programs on April 21, 2017 for 1.5 F2F credits each.
- Co-hosted program with HIMSS Michigan Chapter on “Becoming Accountable: Achieving Success in Population Health Management” on May 12th for 1.5 F2F credits.
- Co-hosted program with the Midwest Chapter of the American College of Healthcare Executives on “How to Redesign and Operationalize Your Medical Staff for Health Reform” on June 1st and 2nd for 12 F2F credits.
- Hosted four Executive Luncheon Speaker Networking Events
 - Thomas Mee, President & CEO, McLaren Greater Lansing
 - Ron Lewis, President, Spectrum Health, Zeeland Community Hospital
 - Pankaj Jandwani, VPMA for post-acute care and Chief Medical Information Officer MidMichigan Health
 - Lyn Jenks, CEO, Munson Healthcare Charlevoix Hospital
- On August 18th David Zechman, President & CEO of McLaren Northern Michigan at the Lake State University, Sault Ste. Marie, MI, shared his perspective as a rural healthcare leader.
- On October 13th Cohosted with HFMA Chapter, Future of Healthcare Financing in Traverse City
- On October 13th Career Positioning Strategically Mapping Your Early Career Development and Networking event, Executive Luncheon
- On October 27th - Physician Integration F2F Panel Discussion and Executive Luncheon
- November 3rd - Disruptive Innovation F2F Panel Discussion, Combined with Annual Meeting 2017 Lansing Center.

UPCOMING EVENTS 2018

Quarter 1

- “Leading a Successful Multigenerational Organization”
 - What are the challenges and opportunities from having Traditionalists, Baby Boomers, Generation Xers and Millennials in the same organization?
 - March 2018 TBD at location TBD in Lansing, MI
 - Panelists include Pat Hatcher and Jacob Sierocki
- ACHE CONGRESS IS MARCH 26-29, 2018

Quarter 2

- “Sustaining a Financially Vibrant Healthcare Organization”
 - How to address imperatives like workforce shortages, infrastructure improvements and quality needs while maintaining financial stewardship?
 - National speaker being identified
 - Co-host with HFMA
 - Early/mid-April TBD at Saginaw Valley State University
- “Developing Mentoring and Coaching Skills” and “Healthcare Executive Career Management in a Web 2.0 Era”
 - How to develop a mentoring program that helps early careerists, experienced executives and the organization?
 - Also, what are the advantages and disadvantages of social media networking in the employment market?
 - Hosted by Mary Free Bed in Grand Rapids on Friday, April 27, 2018
 - Panelists include Joe Bonello, Don Brown, JJ Ewing, Barbara Goodspeed
- “Title TBD” on leading and managing in changing times/possibilities, probabilities, creative solutions/focus on population health
 - Joint event with MCACHE
 - May 31 – June 1, 2018 at location: TBD

Quarter 3

- “The Healthcare Executive's Role in IT Decisions”
 - How can non-technology executives proactively guide technology decisions?
 - Date: late July/early August TBD at Holland Hospital
- MHA Keystone Center Patient Safety & Quality Symposium
 - Co-hosted with MHA
 - September 18-19, 2018 at Marriott Ann Arbor at Ypsilanti

Quarter 4

- “Developing Mentoring and Coaching Skills” and “Healthcare Executive Career Management in a Web 2.0 Era”
 - How to develop a mentoring program that helps early careerists, experienced executives and the organization?
 - Also, what are the advantages and disadvantages of social media networking in the employment market?
 - Hosted by Saginaw Valley State University in Saginaw on date TBD
- Need new topic, as “Improving the Bottom Line by Optimizing Patient Throughput” template is gone...
 - Date is Q4 with Annual Meeting

PROGRAMS IN THE WORKS

The committee is working on additional programming for the year. Additional information forthcoming.

GET INVOLVED with GLACHE

2018 GLACHE Sponsorship

Sponsorship Committee: The Sponsorship committee is focused on obtaining Sponsors for our Chapter and programs. We have a process in place for Sponsors (see below). This committee will focus on reaching out to potential Sponsors and following up with expiring Sponsorships to ask for renewals. The committee will also work on creating a process to track sponsors and potential sponsors. This committee will meet quarterly via Conference call.

To be involved in the sponsorship committee or if you have questions, please contact Pat Hatcher:

Patrice.Hatcher@mclaren.org

Office: 810-342-2542

Cell: 810-624-4977

Sponsorship Opportunities with Great Lakes Chapter of the American College of Healthcare Executives

What is the Great Lakes Chapter of the American College of Healthcare Executives?

The Great Lakes Chapter, American College of Healthcare Executives, or GLACHE, is the professional organization serving affiliates and healthcare professionals, working in a variety of settings, including hospitals, health plans, medical practices, consulting firms, pharmaceutical companies, nursing homes, universities, and other areas of the healthcare industry, throughout central, western, and northern Michigan, to include those in the Upper Peninsula region.

Our chapter strives to provide and enhance opportunities for education, networking and information exchange that will improve the ability of our members to serve the communities and our collective healthcare organizations, while improving quality of and access to care throughout the Great Lakes Region. GLACHE offers educational and professional development opportunities on key issues affecting healthcare management. For the majority of our membership GLACHE is the first place to go for up-to-date industry information and continuing education credits needed to obtain certification status in the American College of Healthcare Executives (ACHE).

Why Become a GLACHE Sponsor

GLACHE would like to offer your organization an opportunity to gain exposure to the top healthcare organizations and management teams in our region by sponsoring our chapter and its many activities. GLACHE has established a sponsorship program through which organizations and individuals have an opportunity to become involved in the chapter's events and activities, gaining exposure to our members and their varied healthcare organizations through an annual modest financial contribution.

GLACHE, and its' members, have always relied upon the support of various industry vendors, like yourself, to underwrite our numerous education and networking programs and events. For this

coming year we have developed a comprehensive corporate sponsorship program to provide maximum benefit and consistent recognition throughout the year. Sponsorship funds are vital to insuring that we can continue to provide quality programming, at affordable rates, to help meet the demands for quality, high value care, fostered and overseen by our members, in the communities they serve throughout Michigan.

Benefits of Sponsorship

Our sponsorship program enables your organization to put its message in front of the healthcare industry's most important decision makers in our area.

- You can gain visibility, establish vital relationships and position your products and services with the healthcare professionals throughout the GLACHE area;
- As a sponsor you will extend your networking with industry leaders and have opportunities to expand your knowledge of the healthcare industry through your invited attendance at our programming events;
- Your participation will also align your company with the ACHE - GLACHE brand which is recognized as the leading healthcare organization for healthcare executives;
- Most of all, your sponsorship will help provide high quality, timely and affordable education to our membership.

Types of GLACHE Sponsorships Available

- ❑ **SINGLE EVENT (\$500 minimum)** Only for Specific Sponsored Chapter Event Sponsorship
 - ❑ Benefits:
 - ❑ Recognition during welcoming or closing remarks at the specific sponsored chapter event
 - ❑ Listing of sponsor's name and logo on the specific sponsored chapter event announcement and registration material
- ❑ **BRONZE (\$750.00)**
 - ❑ Benefits:
 - ❑ Name Recognition as a Bronze Level Sponsor on our chapter's website for the year;
 - ❑ Opportunity for a Booth Display at one-chapter event of less than 8 hours in length;
 - ❑ Recognition as a Bronze Level Sponsor at all chapter educational and networking events for the year.
- ❑ **SILVER (\$ 1000.00)**
 - ❑ Benefits:
 - ❑ All of the benefits of Bronze Level Sponsorship PLUS:
 - ❑ Name recognition as a Silver Level Sponsor on all printed materials for all chapter events in that given program year.
 - ❑ Name recognition as a Silver Level Sponsor on our chapter's website for the year.
 - ❑ Name recognition as a Silver Level Sponsor on all GLACHE written communication to its members, including the chapter newsletter and chapter member e-mail and other communications;
 - ❑ Invited Guest Status for one person at one GLACHE function/educational event/networking event of less than 8 hours in length in that given program year;
 - ❑ Recognition as a Silver Level Sponsor at all chapter educational and networking events for the year.
 - ❑ Opportunity to offer prizes/giveaways at one-chapter function of less than 8 hours in length during the year.

❑ **GOLD (\$ 2500.00)**

❑ Benefits:

- ❑ All the benefits of Silver Level Sponsorship PLUS;
- ❑ Name and Logo recognition as a Gold Level Sponsor on all printed materials for all chapter events in that given program year;
- ❑ Name AND LOGO recognition as a Gold Level Sponsor on our chapter's website for the year with a hyperlink to your organization's website;
- ❑ Name and logo recognition as a Gold Level Sponsor on all GLACHE written communication to its members, including the chapter newsletter and chapter member e-mail and other communications;
- ❑ Opportunity to set up a Booth Display at three GLACHE events of less than 8 hours in length throughout the year;
- ❑ Invited Guest Status for one person to up to three GLACHE functions/educational events/networking events of less than 8 hours in length in that given program year;
- ❑ Company spotlight article in chapter newsletter
- ❑ Recognition as a Gold Level Sponsor at all chapter educational and networking events for the year.
- ❑ Verbal recognition as a Gold Level Sponsor at all chapter events for the year.
- ❑ Opportunity to offer prizes/giveaways at up to three-chapter functions of less than 8 hours in length during the year
- ❑ Opportunity to place a one-page, two-sided company overview at the event registration table or at the sponsor exhibit table for up to three-chapter events during the year.
- ❑ Opportunity to invite all or selected chapter members to one networking or educational event during the year being sponsored and funded by the sponsor.

❑ **HOSPITAL CONTRIBUTING MEMBER, Amount = \$350**

- For individual hospitals, not part of a system.
- Rolling 12-month sponsorship for GLACHE networking and educational events

❑ Benefits:

- ❑ Name recognition in quarterly newsletter and on the chapter website
- ❑ Name recognition in program/announcements for yearly GLACHE educational and networking events
- ❑ 2 complimentary registrations to a Great Lakes ACHE chapter educational and/or networking event for hospital executive team members
- ❑ Networking opportunity with GLACHE Higher Educational Network University HCA Programs

How to Become a Sponsor

- ❑ Organization must be a healthcare vendor, provider of healthcare services, an institution of higher learning with an accredited baccalaureate or advanced degree program in a healthcare field located in our chapter area or an organization that promotes health and is not in conflict with the mission and values of ACHE;
- ❑ Organization must specify the type of sponsorship (see options above)
- ❑ Organization must provide camera-ready graphic standards for their corporate identity to GLACHE for postings as indicated under specific sponsorship option selected.

Note: Sponsorships agreed upon between GLACHE and sponsoring party are for a given Year that will begin when sponsorship commitments and agreements are formalized and when the Sponsorship Agreement is signed by both parties.

ACHE National News Q4

National News | Q4

Save the Date for the 2018 Congress on Healthcare Leadership

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development, 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 [2018 Congress on Healthcare Leadership](#), "Be Part of Something Bigger," will be held **March 26–29** at the **Hyatt Regency Chicago**.

Join us in 2018 and be part of this dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world. The opening date for Congress 2018 registration and to reserve hotel accommodations was Nov. 14. Save your spot today!

Call for Innovations—Management Innovations Poster Session at the 2018 Congress on Healthcare Leadership

ACHE is inviting authors to submit narratives of their posters for consideration for the 34th Annual Management Innovations Poster Session to be held at ACHE's 2018 Congress on Healthcare Leadership. We are interested in innovations addressing issues affecting your organization that might be helpful to others, including improving quality or efficiency, enhancing patient or physician satisfaction, implementing EHRs, using new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters on March 26, between 7 a.m. and 8 a.m., and posters will remain on display from March 26–28 at Congress.

Please go to ache.org/CongressPosterSession for the full selection criteria and submission instructions. Submissions will be accepted through **Jan. 16**.

Forum on Advances in Healthcare Management Research at the 2019 Congress on Healthcare Leadership

ACHE is inviting authors to submit proposals to present their research at the 11th Annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2019 Congress on Healthcare Leadership, which will be held from March 4–7, 2019. The lead presenter of each selected proposal will receive a complimentary registration to the Congress.

Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 2**.

Encourage Your Members to Apply for Fellow Status

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Encourage your chapter members to take the next step in advancing their career by achieving Fellow status. Earning this credential benefits chapter members' professional goals and the healthcare management profession, as it demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field.

Fellow applicants who successfully meet all requirements by Dec. 31, including passing the Board of Governors Examination, will be eligible to participate in the Convocation Ceremony at the 2018 Congress on Healthcare Leadership.

Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE® credential, ACHE offers complimentary resources to help members succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include [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 *Reference Manual*, found at ache.org/FACHE, includes a practice 230-question exam and answer key, a list of recommended readings, test-taker comments and study tips.
- Fellow Advancement Information webinars provide a general overview of the Fellow advancement 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. 14. Register online at ache.org/FACHE.

List Your Postgraduate Fellowship With ACHE

ACHE would like to know if your organization is offering a postgraduate fellowship for the upcoming year. If so, we encourage you to add it to our complimentary Directory of Postgraduate Administrative Fellowships at ache.org/Postgrad.

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. Gain exposure and start attracting top-notch applicants by posting your organization's program on ACHE's Directory. You may add a new listing or update a previous one at any time by completing the Online Listing Form.

Questions? Please contact Audrey Meyer, membership coordinator, at (312) 424-9308 or email ameyer@ache.org, Monday through Friday, 8 a.m. to 5 p.m. Central time.

ACHE Announces Nominating Committee 2018 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 24, at the Council of Regents meeting in Chicago. All nominees have been notified and have agreed to serve if elected. All terms begin at the close of the Council meeting on March 24. The 2018 slate is as follows:

Nominating Committee Member, District 1 (two-year term ending in 2020)

Carle-Marie P. Memnon, FACHE
Senior Director
Hospital for Special Surgery
New York

Nominating Committee Member, District 4 (two-year term ending in 2020)

Michael O. Ugwueke, DHA, FACHE
President/CEO
Methodist Le Bonheur Healthcare
Memphis, Tenn.

Nominating Committee Member, District 5 (two-year term ending in 2020)

Chisun S. Chun, FACHE
Director, Clinical Operations
Rady Children's Hospital San Diego
San Diego

Governor (three-year term ending in 2021)

Delvecchio S. Finley, FACHE
CEO
Alameda Health System
San Leandro, Calif.

Governor (three-year term ending in 2021)

Teri G. Fontenot, FACHE
President/CEO
Woman's Hospital
Baton Rouge, La.

Governor (three-year term ending in 2021)

Laura Robertson, FACHE
CEO
Banner Desert Medical Center
Mesa, Ariz.

Governor (three-year term ending in 2021)

Col Gigi A. Simko, FACHE
U.S. Air Force

Chairman-Elect

Heather J. Rohan, FACHE
President
HCA-TriStar Health Division
Brentwood, Tenn.

Additional nominations for members of the Nominating Committee may be made from the floor at the annual Council of Regents meeting. Additional nominations for the offices of Chairman-Elect and Governor may be made in the following manner: Any Fellow may be nominated by written petition of at least 15 members of the Council of Regents. Petitions must be received in the ACHE headquarters office (American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529) at least 60 days prior to the annual meeting of the Council of Regents. Regents shall be notified in writing of nominations at least 30 days prior to the annual meeting of the Council of Regents.

Thanks to the members of the Nominating Committee for their contributions in this important assignment:

Richard D. Cordova, FACHE
Edward H. Lamb, FACHE
Dolores G. Clement, DrPH, FACHE
Ed Hamilton, FACHE
Kim A. King, FACHE
Stephen M. Merz, FACHE
Stephen J. Pribyl, FACHE
Adam C. Walmus, FACHE

ACHE Call for Nominations for the 2019 Slate

ACHE's 2018–2019 Nominating Committee is calling for applications for service beginning in 2019. 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 2021)
- Nominating Committee Member, District 3 (two-year term ending in 2021)
- Nominating Committee Member, District 6 (two-year term ending in 2021)
- Four Governors (three-year terms ending in 2022)
- 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:** Air Force, Army, Navy, Veterans Affairs

Candidates for Chairman-Elect and Governor should submit an application to serve that includes a copy of their resume and up to 10 letters of support. For details, please review the Candidate Guidelines, including guidance from the Board of Governors to the Nominating Committee regarding the personal competencies of Chairman-Elect and Governor candidates and the composition of the Board of Governors.

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. All correspondence should be addressed to Edward H. Lamb, 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 2018–2019 Nominating Committee will be held on March 27, during the 2018 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, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 25.

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

Articles of Interest Q4

Bring Out the Most in Your Employees: 10 Tips for Managers

One of the biggest responsibilities managers have is to inspire others to be the best versions of themselves. "If done well, everyone on your team will not only be more productive and efficient, but also happier with their jobs," according to entrepreneur and speaker John Rampton. Here are 10 ways managers can effectively lead others to produce high-quality work:

1. **Be authentic.** Behaving in a way that aligns with your beliefs and values helps build trust with your employees and encourages them to be genuine as well.
 2. **Encourage transparency and feedback.** Admitting when you are wrong is crucial to creating an honest and transparent culture where everyone can feel free enough to be their best at work.
 3. **Create connections with individuals.** Get to know each person on your team. This will allow you to understand what motivates your employees, what they enjoy doing and what they are working toward.
 4. **Give recognition.** Be the one to applaud and appreciate good work and can keep motivation levels high.
 5. **Leverage technology.** Spend time finding solutions that can automate or speed up monotonous tasks to help make your team more productive and happier.
 6. **Support risk taking.** Encouraging risk taking not only builds employees' confidence and autonomy, but it yields more output within a culture of innovation.
 7. **Keep mission at the forefront.** When people are excited about the work they are doing, their output is going to be exponentially higher.
 8. **Promote autonomy.** Don't make people feel like they have to be doing their work in a particular way, let them take a goal or idea and run with it. Giving people freedom can create momentum in the office.
 9. **Challenge your employees.** Inspire your team to ask questions like "why am I working on this particular thing? Is what I'm doing the best use of my time right now, and is there a way to do this more efficiently?"
 10. **Hire the best.** Great managers bring superstar qualities out of normal people. That said, it's crucial to know when a person isn't a good fit and when to cut ties with someone who doesn't fit.
- Adapted from "[10 Ways to Make Your Employees 10x More Productive](#)," by John Rampton, *Entrepreneur*, Nov. 10, 2017.

Ransomware Tops List of Health Technology Safety Hazards

ECRI Institute named ransomware and other cybersecurity threats as the No. 1 hazard that warrants the greatest attention for the coming year. In the healthcare environment, ransomware and other types of malware attacks are more than just an IT nightmare. They are a potential patient-safety crises that can disrupt healthcare delivery operations, placing patients at risk.

Endoscope reprocessing landed in the No. 2 spot for 2018, as many healthcare facilities still struggle with consistently and effectively cleaning, disinfecting and sterilizing these instruments between uses. Reprocessing failures can lead—and have led—to the spread of deadly infections. Other topics on the list include bed and stretcher support surfaces that remain contaminated between patients, missed alarms, equipment malfunctions resulting from the use of incompatible cleaning agents, patient burns from electrosurgical electrodes that are not safely holstered between uses, and unnecessary radiation exposures during digital imaging procedures.

The ECRI Institute Top 10 Health Technology Hazards for 2018 list identifies potential sources of danger involving medical devices and other health technologies, as well as practical strategies for reducing risks, establishing priorities and enacting safety solutions.

—Adapted from "[Ransomware and Other Cybersecurity Threats Top ECRI Institute's Annual Health Technology Hazards List](#)," by Laurie Menyo, ECRI Institute, Nov. 6, 2017.

About ACHE

The **American College of Healthcare Executives** is an international professional society of 40,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. ACHE's mission is to advance its members and healthcare management excellence. ACHE offers its prestigious FACHE® credential, signifying board certification in healthcare management. ACHE's established network of 79 chapters provides access to networking, education and career development at the local level. In addition, ACHE is known for its magazine, *Healthcare Executive*, and its career development and public policy programs. Through such efforts, ACHE works toward its vision of being the preeminent professional society for healthcare executives dedicated to improving health. The Foundation of the American College of Healthcare Executives was established to further advance healthcare management excellence through education and research. The Foundation of ACHE is known for its educational programs—including the annual Congress on Healthcare Leadership, which draws more than 4,000 participants—and groundbreaking research. Its publishing division, Health Administration Press, is one of the largest publishers of books and journals on health services management, including textbooks for college and university courses. For more information, visit www.ache.org.

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Fellow Recertification Announcement

Fellows who are attempting to recertify may encounter difficulty when looking up credits on the ACHE website. If problems arise, fellows are encouraged to contact ACHE customer service directly for individual assistance. ACHE is working to resolve this temporary website issue.

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ACHE is committed to the career advancement of our members in the healthcare job market. We invite you to explore ACHE resources available to support you in your job search or career transition. These tools will assist you in effectively marketing your abilities and developing your personal brand.

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[Executive Job Search Workshop](#)
[ACHE Social Media Resources](#)
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This is just a sampling of the many resources available to you as a member of ACHE.

Go to www.ache.org/CareerServices to learn more

2017 Premier Corporate Partners

The American College of Healthcare Executives is proud to recognize and thank our 2017 Premier Corporate Partners. ACHE's Premier Corporate Partners play an important role in providing funding that helps ACHE develop new programming initiatives, career resources, enhanced networking opportunities, and additional educational lectures at our Clusters, to name just a few. By partnering with ACHE, these companies are clearly demonstrating their commitment to your career development and the importance of continuing education in an era of transformative change.

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On behalf of the Fund for Healthcare Leadership, we thank all our generous supporters for their commitment to ACHE's mission to advance our members and healthcare management excellence. Over 680 outstanding individuals helped the Fund for Healthcare Leadership provide another year of scholarships for ACHE's Senior Executive and Executive programs, as well as another cohort of the Thomas C. Dolan Executive Diversity Program. ACHE looks forward to more opportunities for outreach for the Fund in 2017, and hopes that our distinguished donors will again consider us in their charitable giving plans this year.

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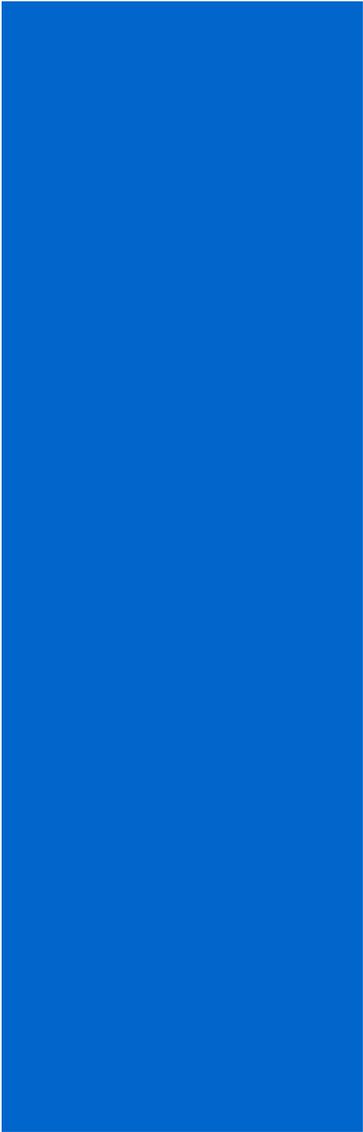
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