



# GLACHE Quarterly

August 2018

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[glache.org](http://glache.org)

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Remember to Renew Your Membership [Click Here](#)

## President's Report

Kira M. Carter-Robertson MHA, FACHE



It's hard to believe that summer is ending, and the beauty of fall is upon us. This is the time of year we begin to assess as organizations how we are measuring up to the goals and strategies that we mapped out the year prior. In addition, we start to assess the environment, look at our current performance, begin to set the stage and identify resource needs for future direction and strategies.

How many of us as professionals apply these principles and focused efforts towards our individual professional development? Research shows, not often; and, sadly for most of us, it is when we are forced to make a tough decision. In this issue, I want to highlight the wealth of professional development resources ACHE has to offer for its members. Whether you are a student, a newcomer to healthcare management or a seasoned executive, ACHE's Career Resource Center is your career partner for life. ACHE offers you comprehensive career services, including: leadership assessment tools, career development programs and resources, as well as career planning assistance. I encourage you log on to ACHE's website and learn more about what's available through the Career Resource Center.

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:

#### April

- Brittany L. Bogan, FACHE (Okemos)

## Recertified Fellows:

### June

- Bruce A. Brasser, FACHE (Grand Rapids)
- Drew A. DeWitt, FACHE (Iron Mountain)
- David L. Moody, FACHE (Grand Rapids)

### July

- Thomas R. Lemon, FACHE (Gaylord)

## New Members:

### June

- Emmanuel D. Akosa (Hudsonville)
- Nathan Baar (Wyoming)
- Rebecca Chamberlain (Lansing)
- Alex Crowley (Mt. Pleasant)
- J. David Fife (Grand Rapids)
- Todd Knight (Holland)
- Jeffrey Lodholtz (Sparta)
- Amanda Martin (Canton)
- Sarah E. Slomski (Comstock Park)
- Steve Sorenson (Holland)
- John Throop, MD (Grand Rapids)
- David Wohl (Cass City)

### July

- Elena K. Miller (Lansing)
- Tina Piotrowski (Grand Rapids)
- Alan Rowland (Grand Rapids)
- Gwen Sandefur (Grand Rapids)
- Chad Tuttle (Grand Rapids)
- Chelsea A. VanAllsburg (Spring Lake)
- Joe Ward (Grand Rapids)

### August

- Amy Humbarger (Grass Lake)

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.

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](mailto:kira.carter@sparrow.org).

Thank You,

**Kira M. Carter-Robertson, MHA, FACHE**  
**Great Lakes Chapter President**  
VP, Affiliate Operations, Sparrow Health System

## 2018 Board Election in September

Chapter members are invited to participate in the upcoming election for board representation.

Directors serving on the Great Lakes chapter of the American College of Healthcare Executives actively participate in committees and promote the objectives of the chapter including sponsorship, membership growth and advancement, educational programming, and communications.

The election window will be open from Sept 10-Sept 21. Members will receive a link to the poll via email on September 10. Please remember to cast your vote!

GLACHE members will have an opportunity to vote to fill six open positions on the board. Directors will serve a two-year term from January 2019 - December 2020.

### **2018 GLACHE Board Candidates:**

Kris Drake, MHA, FACHE, Mercy Health (incumbent)

Barbara Goodspeed, MHA, Spectrum Health (incumbent)

Raymond Higbea, PhD, FACHE (incumbent)

Kimberly McVicar, PhD, Ferris State University

David Olejniczak, FACHE, Metro Health, University of Michigan Health

John Shull, MBA, Spectrum Health

Andrew Volk, PharmD, BCPS, Spectrum Health

Erica Waltz, MHA, Willis Towers Watson (incumbent)

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

**Ethical Decision Making for Healthcare Executives**



The Code of Ethics of the American College of Healthcare Executives serves as a standard of conduct for members. It contains standards of ethical behavior for healthcare executives in their professional relationships. These relationships include colleagues, patients or others served; members of the healthcare executive's organization and other organizations; the community; and society as a whole. It is incumbent upon healthcare executives to lead in a manner that sets an ethical tone and models ethical behavior for their organization.

ACHE developed the Ethics Toolkit to provide practical resources to help healthcare executives understand how to integrate ethics into their organizations. These tools can support healthcare leaders in the day-to-day practice of exemplary leadership. To access the toolkit go to -

[https://www.ache.org/abt\\_ache/EthicsToolkit/ethicsTOC.cfm](https://www.ache.org/abt_ache/EthicsToolkit/ethicsTOC.cfm)

**ACHE Strategic Plan presented at the Michigan Health & Hospital Association Annual Meeting**

On June 29th, the ACHE Strategic Plan was presented at the Michigan Health & Hospital Association Annual Meeting on Mackinac Island. As Regent for Michigan and Northwest Ohio, I reviewed the action plans to both advance our members and help drive the profession forward. Specifically noted was ACHE's role as a –

- CATALYST for the field, working to advance the importance of safety, build partnerships and identify solutions that help transform healthcare.
- CONNECTOR across the leadership community, we are working to strengthen chapters, advance diversity and inclusion and increase leaders' access to resources.
- TRUSTED PARTNER for members, we are committed to fostering engagement, supporting career advancement and personalizing the ACHE experience.

In addition to the ACHE Strategic Plan, Kira Carter-Robertson, FACHE, GLACHE President and Gwendolyn Parker, FACHE, MCACHE President, presented how their respective chapters are supporting ACHE's Strategic Plan by advancing membership through education, networking, diversity and inclusion.

**Have You Downloaded the app ACHE 365?**

ACHE has completed development of the infrastructure for a mobile app – ACHE 365 – that will enable anywhere, anytime access to the association's information and content, integrate national and chapter content, and enhance engagement by facilitating members' participation in forums and discussions. The next area of focus will be on optimizing utilization and engagement with the app.

## Strategic Partnerships

A key initiative as your Regent has been to work together with the GLACHE and MCACHE chapters to foster a stronger relationship with the MHA. ACHE and MHA have long shared a vision to advance the knowledge of its membership. As a first step working together with MHA, face-to-face credits along with qualified education credits will be offered at the MHA Safety & Quality Symposium on September 18th & 19th at the Ann Arbor Marriott Ypsilanti at Eagle Crest.

## Upper Peninsula

I am interested in hearing feedback from our members and fellows in the Upper Peninsula on how ACHE is serving you. Please take a moment to send me a note with your thoughts on how ACHE is performing and what improvements you would like to see.

Derk Pronger, FACHE  
Regent, Michigan and Northwest Ohio  
[dpronger@mhc.net](mailto:dpronger@mhc.net)

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## GLACHE Education Corner

### EDUCATION COMMITTEE REPORT

- Successful July 20<sup>th</sup> educational event in partnership with HIMSS at Holland Hospital on “Healthcare Exec’s Role in IT Decisions.” 39 participants with surveys showing 66.67% “strongly agree” that “this panel was a strong education experience.”
- Held Education Committee in-person meeting 12:00 – 1:30pm, Monday, August 13, 2018 at Coaches Corner in the Michigan Athletic Club to discuss our plans for 2019 and develop a preliminary schedule.
- Hosting September 13 and 14 event at Kellogg Center in East Lansing on “Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments” (12 Face-to-Face Credit ACHE Cluster Event co-hosted with MCACHE) to be facilitated by Kevin E. O’Connor, CSP, Consultant, Kevin E O’Connor & Associates, Ltd. <Peter – please Insert a register here hyper link>
- September 18 and 19 the Mid-Michigan and Great Lakes Chapters of the ACHE are partnering with the Michigan Health & Hospital Association to offer ACHE credits for the MHA Patient Safety & Quality Symposium at the Ann Arbor Marriott Ypsilanti at Eagle Crest. MHA is authorized to award up to 8.5 hours of pre-approved ACHE Qualified Education credit for the symposium, and ACHE is seeking face-to-face credits for a panel session, Assessing and Understanding Worker Safety and Violence in the Workplace. [Register Here.](#)

- October 19 in Grand Rapids (MSU College of Human Medicine) “Strategic Marketing: Winning the Battle for Markets and Share” and “Successfully Leading Change in Healthcare Organizations”; stay tuned for more event details.. [Register Here](#)
- November 9 (at GLACHE Annual Meeting) “Improving the Bottom Line by Optimizing Patient Throughput.” Stay tuned for more event details and registration information.

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## ACHE National News Q3

### **Are You Leading for Safety?**

Healthcare leaders are guided by the highest calling—to care for those who entrust their care to us. This means that we must keep our patients and workforce safe. Improving healthcare safety requires leaders who are committed to take a stand.

That is why ACHE has partnered with the Institute for Healthcare Improvement/National Patient Safety Foundation Lucian Leape Institute and other safety experts to help healthcare leaders take a stand.

Join us and commit to leading for safety by signing the We Lead for Safety pledge online at [ache.org/Safety](https://www.ache.org/Safety). While you are there, you can find resources, tools, self-assessments and best practices to help your organization measure, build and sustain a culture of safety.

### **Maximize Your Leadership with ACHE’s CareerEDGE**

Are you taking advantage of your complimentary access to [ACHE’s CareerEDGE®](#)? More than 4,300 of your fellow ACHE members have registered for this unique and interactive tool designed to support you in planning and managing your career. Early careerists and senior executives alike can use the tool to support their own career development as well as those they lead. CareerEDGE includes free assessments and tools to enhance your self-awareness as well as a comprehensive framework that makes it easy to map a plan to achieve your goals. Visit our [CareerEDGE webpage](#) to login and explore CareerEDGE today!

### **Attend a Local Prep Course for the BOG Exam**

A new review course is available to help ACHE Members prepare for the Board of Governors Examination. The *BOG Exam Prep: Brought to You by ACHE and Your Local Chapter* includes a thorough content review of the 10 knowledge areas addressed in the Exam, practice test questions and test-taking strategies. Participants may earn up to 12 hours of Face-to-Face Education credit when they complete the review course.

Three ACHE chapters recently piloted the *BOG Exam Prep*, and course revisions are being made based on participants’ feedback. The national rollout for the course is planned for September 2018.

Members who would like to take the new review course through a local ACHE chapter should contact their chapter leadership to learn more and express their interest in preparing for the Exam.

*BOG Exam Prep* is also available as an On-Location Program. Contact Katherine M. Stack, FACHE, manager, program development, Division of Professional Development, at (312) 424-9304 or [kstack@ache.org](mailto:kstack@ache.org) for more information.

### **Share Your Professional Announcements**

Improve your visibility in the healthcare field and build your professional brand by sharing career updates with ACHE. Have you started a new job or been promoted recently? Are you planning to retire? If the answer is yes, then get yourself listed in the "On the Move" section of *Healthcare Executive* magazine! All you have to do is email the job title, organization and location of both your former and your new job, as well as a high-resolution headshot, to [he-editor@ache.org](mailto:he-editor@ache.org).

### **Offering a Postgraduate Fellowship? ACHE Can Help**

If your organization is offering a postgraduate fellowship for the upcoming year, we encourage you to add it to the Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](https://www.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 the [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, Division of Member Services, at (312) 424-9308 or email [ameyer@ache.org](mailto:ameyer@ache.org).

### **ACHE Communities Can Enhance Members' Experience**

ACHE offers four community groups that align with our members' professional backgrounds and commitment to diversity and inclusion. Encourage members in your area to join any of the communities that meet their professional needs and goals (pending satisfaction of eligibility requirements).

ACHE Forums: [Asian Healthcare Leaders](#) | [LGBT](#) | [Healthcare Consultants](#) | [Physician Executives](#)

Sign up today! Join or renew one or more of these groups for an annual fee of \$100 each in addition to your ACHE membership dues. All benefits are accessible online and include a quarterly newsletter, an exclusive LinkedIn Group and special designation in ACHE's online Member Directory.

**Questions?** Please contact Liz Catalano, marketing specialist, Division of Member Services, at [ecatalano@ache.org](mailto:ecatalano@ache.org) or (312) 424-9374, or Erika Joyce, assistant director, Division of Member Services, at [ejoyce@ache.org](mailto:ejoyce@ache.org) or (312) 424-9373.

### **Forum Member Directory Connects Executives with Healthcare Consultants**

The [Healthcare Consultants Forum Member Directory](#) is a resource for healthcare executives and organizations seeking the services of a healthcare consultant with a specific area of expertise.

*Are you a healthcare executive searching for a consultant?* The directory's robust search functionality can help identify ACHE Consultant Forum Members who may meet your needs.

Are you a consultant looking to gain visibility with decision makers? Join the [Healthcare Consultants Forum](#), and select your primary area of expertise now!

### **Are You Due to Recertify Your FACHE Credential in 2018?**

Demonstrate your continued dedication and commitment to lifelong learning by recertifying your FACHE® credential. Login to [my.ache.org](#) to learn when you are due to recertify. Please submit this application no later than Dec. 31; include your Qualified Education credits and your community/civic and healthcare activities. For more information, please visit [ache.org/Recertify](#).

You may also contact the ACHE Customer Service Center at (312) 424-9400, Monday–Friday, 8 a.m.–5 p.m. Central time, or email [contact@ache.org](mailto:contact@ache.org).

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## **Articles of Interest Q3**

### **Increase in Healthcare M&A Activity Continues in 2018**

The number of hospital and health system partnership transactions continues to climb, with a total of 50 transactions announced in the first half of 2018, according to a recent analysis by Kaufman Hall.

Activity remains particularly strong among not-for-profit hospitals and health systems, with 16 of 21 transactions announced in the second quarter involving acquisitions by such organizations, compared to five transactions by for-profit acquirers. When combined with first-quarter results, more than 76 percent of deals announced in the first half of 2018 involve not-for-profit acquirers, while less than 24 percent involve for-profit acquirers.

“Not-for-profit hospital and health system leaders nationwide are moving aggressively to broaden their organizations’ base and expand their presence, extending capabilities across larger geographies in order to address continued uncertainty in the industry,” said Anu Singh, managing director at Kaufman Hall. “Partnerships provide them the size and enhanced positioning within their markets to help ensure that these legacy organizations can continue their missions of providing vital care in the communities they serve.”

Here are four additional findings from the report:

- Two transactions announced in the second quarter are among larger organizations with revenues between \$500 million to \$1 billion.
- Three transactions announced in the second quarter involved religious-affiliated organizations acting as acquirers, and one involved a religious-affiliated target.
- Three transactions involved academic health systems acquiring other organizations.
- Three deals involved less than fully integrated transactions with the establishment of management services agreements.

—Adapted from “[Hospital Merger and Acquisition Activity Continues to Rise, According to Kaufman Hall Analysis](#),” Kaufman, Hall & Associates, July 12, 2018.

## **IHI Publishes Guide for Providing Safe Home Healthcare**

Millions of people are recovering from acute illness or coping with chronic conditions in their own homes, but their care may not always be delivered under the safest of conditions, according to a new report from the Institute for Healthcare Improvement.

Care in the home is increasing due in part to rising healthcare costs, an aging population, patient preference and advances in technology that allow for some complex care to be administered locally. Home care has its advantages—including greater autonomy for care recipients, lower risk of certain complications (such as sleep disruption) and lower costs—but IHI cautions that in order to achieve these benefits, healthcare providers must be cognizant of risks of harm in the home setting as well. Potential issues include injuries due to physical hazards or medical equipment, pressure injuries, infections, poor nutrition, adverse events related to medication or other treatment, potential abuse or neglect, and healthcare worker burnout.

To help promote safe, person-centered care in the home, IHI's report outlined the following five guiding principles:

1. Self-determination and person-centered care are fundamental to all aspects of care in the home Setting.
2. Every organization providing care in the home must create and maintain a safety culture.
3. A robust learning and improvement system is necessary to achieve and sustain gains in safety.
4. Effective team-based care and care coordination are critical to safety in the home setting.
5. Policies and funding models must incentivize the provision of high-quality, coordinated care in the home and avoid perpetuating care fragmentation related to payment.

As the numbers of people receiving care at home continue to increase, we hope this report will serve as a useful reference for those committed to building on that foundation," said Tejal K. Gandhi, MD, CPPS, chief clinical and safety officer for IHI.

—Adapted from "[Health Care Services At Home Outpacing Attention To Safety](#)," by Joanna Clark, Institute for Healthcare Improvement, July 16, 2018.

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### [About ACHE](#)

[Click Here to Learn More About ACHE](#)

## **Advancement to Fellow (FACHE) Information**

Earning the distinction of board certification in healthcare management as a Fellow of the American College of Healthcare Executives (FACHE) signifies your expertise, experience and commitment to continuing

education and professional development. Just as members of the medical staff are board certified, having the FACHE credential by your name indicates a level of achievement in the profession.

The credentialing system is multifaceted and involves academic preparation, healthcare management experience, ACHE tenure, passing the Board of Governors Examination in Healthcare Management, continuing education, references, and community and civic involvement.

[Download Details Here](#)

**Career Resource Center** This is just a sampling of the many resources available to you as a member of ACHE.

Go to [www.ache.org/CareerServices](http://www.ache.org/CareerServices) to learn more

### Criteria for Understanding Employment Needs

In addition to the obvious factors, such as compensation and location, here are nine key potential criteria for better understanding your employment needs:

- My **primary responsibilities** should be ...
- The **organization's strengths/market position** should be ...
- My **bosses' style and approach** would ideally be ...
- The **culture of this organization** should be described as ...
- The **organization's core values** should be ...
- **Learning opportunities** should include ...
- The **opportunity for me to make an impact/difference** should be ...
- The **type of people I will work with** should include ...
- The job **positions me well for** ...

*Source: Broscio, Michael A., CMF, "Push vs. Pull," Healthcare Executive, March/April 2012.*

#### BYLAWS OF

**THE GREAT LAKES CHAPTER, an independent chapter of the  
AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES**

[Download Current ByLaws](#)

[Click Here to See a List of the 2018 GLACHE Board Members](#)



## 2018 Premier Corporate Partners

ACHE's 10 Premier Corporate Partners play a vital role in supporting ACHE's vision of improving health, including the creation of a culture of safety. These corporations provide funding that helps ACHE develop relevant, timely programming, career resources, enhance networking opportunities, and provide additional educational lectures at our Clusters and special programs. Through their support, the Premier Corporate Partners are fostering innovative solutions to the challenges healthcare leaders face and helping to transform healthcare through the delivery of safe, effective and efficient care. By partnering with ACHE, these companies are clearly demonstrating their commitment to supporting ACHE's patient safety initiatives and supporting your growth as a leader in an era of transformative change.



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Hospital Contributing Member



We welcome new sponsors to the Great Lakes chapter of the American College of Healthcare Executives. If you are interested in pursuing sponsorship in GLACHE, please contact Patrice Hatcher via email at [Patrice.hatcher@mclaren.org](mailto:Patrice.hatcher@mclaren.org)