



GLACHE Quarterly

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In This Issue

- President's Report
- 2019 Incoming President
- Regent's Report
- GLACHE Education Corner
- ACHE National News Q4
- Articles of Interest Q4
- About ACHE
- GLACHE BYLAWS
- GLACHE Board Directory
- Corporate Partners
- GLACHE Chapter Sponsors

GLACHE is seeking volunteers for the Marketing and Communications committee, if you are interested please email Carrie Gray at carriesgray@gmail.com

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GLACHE
PO Box 68013
Grand Rapids, MI 49516
P: 616.456.8013
F: 888.776.7457
E: GreatLakes@achemail.net

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President's Report

Kira M. Carter-Robertson MHA, FACHE



The holiday season is upon us and is always a busy time for everyone with end of the year deadlines, holiday celebrations and planning for the year ahead. In the spirit of the season, I reflect upon and appreciate this past year and the opportunity to serve as President of this GLACHE Chapter. This accomplishment was not done alone, and it is with gratitude and thanks that I recognize each of you for your role in contributing to the success of GLACHE:

- 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. The GLACHE Board of Directors will be using feedback from the 2018 Member Survey to aid in development of 2019 Goals.
- 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.

As 2018 ends, make sure to take a little time to reflect upon, celebrate and enjoy each special moment that the Holiday Season brings. As we ramp up for 2019, we can expect continued changes and challenges in health care. The rate of change will continue at an accelerated pace and we all will need to keep abreast of what changes lie ahead and help our organizations prepare accordingly. As leaders, we must equip ourselves as well as our teams for continuous change. Keeping informed about ongoing changes in the industry, continuous learning and professional development are critical to be an effective leader.

Staying informed as a healthcare leader and building a network with other leaders are important benefits that the Great Lakes Chapter of ACHE can provide. As a member, I would encourage you to take advantage of these opportunities and participate in educational and networking events to meet and share ideas with other leaders.

As we prepare for the changing of the guards in leadership within GLACHE, please join me in welcoming our current President Elect, Patricia Hatcher, as she steps into her new role as President for the 2019 calendar year. A special thanks to Joe Klesney and Bradley Casemore, who will be transitioning off the Board. Your time, talent and dedication to GLACHE is much appreciated. In addition, join me in welcoming the following new and re-elected board members (elected to serve a 2-year term; January 1, 2019 – December 31, 2020):

- Kris Drake, MHA, FACHE, President, Drake Strategic Services, Okemos, Michigan
- Barbara Goodspeed, MHA, Manager of Quality Improvement, Spectrum Health, Grand Rapids, Michigan
- Raymond Higbea, PhD, FACHE, Assistant Professor, Grand Valley State University, Grand Rapids, Michigan
- Kimberly L. McVicar, DHA, Associate Professor, Ferris State University, Big Rapids, Michigan
- David Olenjniczak, FACHE, Chief Operating Officer, Metro Health/University of Michigan Health, Wyoming, Michigan
- Erica Waltz, MHA, Pharmacy Project Manager, Willis Towers Watson, Lansing, Michigan

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

- Kenneth LePage, FACHE (Kalamazoo)

Recertified Fellows:

August

- Joseph D. Bonello, FACHE (Holland)
- Scott D. Dresen, FACHE (Grand Rapids)
- Bernard J. Kerr, EdD, FACHE (Mount Pleasant)

October

- Charles H. Sherwin, FACHE (Alpena)
- Carol Skowronski, FACHE (Kalamazoo)
- Carla D. Wilson-Neil, FAHCE (Hastings)

September

- Jean A. Anthony, FACHE (Cass City)

November

- Diane S. Postler-Slattery, PhD, FACHE (Midland)

New Members:

September

- Jonathan J. Wilda (Wyoming)

October

- Brian Brown (Lansing)
- Kelsey Hoffman (East Lansing)
- Donna Purvis (Bronson)
- Frank Samuel (Berrien Springs)
- Kelley L. Simonenko (Jackson)

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.

Happy Holidays,

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

Incoming President

Patrice M. Hatcher, MSA, FACHE



Pat started volunteering for GLACHE as a member of the Education Committee, served as chair of the Education Committee for a couple of years and is currently serving in her second term as a Board member. She is also previous chair of the Sponsorship committee. She was Board Certified and became a Fellow in 2007. She is looking forward to working with the Board and the committees to bring value to ACHE membership through educational and networking opportunities.

Pat is a Senior Leadership Development Consultant for McLaren Health Care Corporation in Flint, Michigan. She is a Registered Medical Technologist and worked in the clinical laboratory at McLaren for 11 years. Pat joined the Educational Resources and Development Department in 1995 where she worked with staff and leadership development. In 2002 she moved into the Leadership Development Department. Pat has earned a Bachelor of Science in Biology from the University of Michigan – Flint, a secondary teaching certificate in Biology and Chemistry from UM-F and a Master's in Health Service Administration from Central Michigan University. In 2008 Pat became board certified in Healthcare Management and a Fellow of the American College of Healthcare Executives. She is a certified facilitator for the 7 Habits of Highly Effective People, Crucial Conversations, Crucial Accountability, Influencer, Project Management Essentials, Situational Leadership and Inspiring Trust. These programs are a part of the McLaren Leadership Academy.

She was awarded Platinum status in the Elite Trainer program from VitalSmarts 5 years in a row and counting.

Pat is a retired School Board member and served as President for the Board of Education for the Carman-Ainsworth Community Schools and on several School District Committees. She has received Master Platinum Award from the Michigan Association of School Boards. Patrice is a Lecturer for the University of Michigan-Flint and an adjunct faculty for Michigan Association of School Board Members.

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

Mid-Term Update



My term as your regent has passed the halfway point. It has been a privilege serving the Michigan and Northwest Ohio members. I appreciate the feedback you provide me about improving the mission of ACHE toward the advancement of our members and healthcare management excellence. An area that I hear most from our members is making chapter education and networking events more convenient. That topic also resonates in the Chapter Member Needs Survey. Living and working in Northern Michigan, I know firsthand the challenges of trying to engage in ACHE activities.

I want to communicate to our members that ACHE and the GLACHE & MCACHE chapters are evolving to make learning more accessible. ACHE has allowed chapters that service large areas to offer three Face-to-Face learning credits via streamlining video to remote areas of their territory. The chapters are incorporating distance learning into their future strategic plans. Please continue to communicate to me and your chapter leaders so that we can continue to customize and suit programs to meet our members' needs.

Even though I am only halfway through my term it is never too soon to work on succession planning. My goal is to provide a smooth and steady transition for the next regent. I invite any member who is interested in serving as our regent in 2020 to reach out to me to learn about the position.

I would like to take the opportunity to acknowledge Gwendolyn Parker, MD, FACHE and Kira Carter-Robertson, FACHE as they wind down in their roles as president for the MCACHE and GLACHE chapters, respectively. Their time and devotion in making ACHE the preeminent professional society dedicated to improving health is truly appreciated. I look forward to working with their successors Christine Stesney-Ridenour, FACHE and Patrice Hatcher, FACHE in the coming year.

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

GLACHE Education Corner

Education Overview: 2018 in Review

- Offered 11.5 Face to Face Credits and 5 Executive Luncheons
 - March: “Leading a Successful Multigenerational Organization”
 - April: “Alternative Care Models” and “Future of Healthcare Financing” with HFMA; and “Developing Mentoring & Coaching Skills”
 - July: “Healthcare Executive’s Role in IT Decisions” with HIMSS
 - September: “Worker Safety and Violence in the Workplace” with MCACHE and MHA
 - October: “Strategic Marketing” and “Successfully Leading Change”
 - November: “Optimizing Patient Throughput”
- Offered 12 Credit ACHE (on location program) with MCACHE
 - “Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking” (September)
- Partnered with HFMA, HIMSS, MCACHE and MHA

Education Overview: 2019 Plan

- 12 Face to Face Credits and Executive Luncheons
 - February: “Strategically Mapping your Early Career Development” and “The Healthcare Organization’s Role in Formulating Public Policy” in GR/W Mi
 - April 19: “Future of Healthcare Financing” and “Population Health Management: Justice, Access & Financial Implications” at SVSU with HFMA
 - May or June: “Mindful Leadership: Leading with Heart and Mind” and “Managing for Morale” in EL
 - Sept: 12 credit education with MCACHE, topic and location TBD
 - October: Topic related to behavioral health or opioid crisis, and networking event, in Kalamazoo
 - November: “Providing Culturally and Linguistically Appropriate Services” with Diversity Committee at GLACHE Annual Meeting
- Partner with HFMA, MCACHE and MSMS; ideally also with HIMSS and MHA

Please email Hyung at hkim@msu.edu if interested in volunteering on the education committee

ACHE National News Q4

Save the Date for the 2019 Congress on Healthcare Leadership

The American College of Healthcare Executives’ Congress on Healthcare Leadership brings you the best in professional development and opportunities to network with and learn from peers. At the **2019 Congress**, to be held **March 4–7** at the **Hilton Chicago/Palmer House Hilton**, you will have access to expert faculty and the latest information to enhance your career and address your organization’s challenges in innovative ways.

Join us in 2019 for countless opportunities to innovate, collaborate, grow and transform. The opening date for Congress 2019 registration and to reserve hotel accommodations was Nov. 13. Save your spot today!

Showcase Your Innovations at Congress

ACHE's Congress on Healthcare Leadership gives you two exciting opportunities to share your innovations, network with other innovators and discuss pressing issues in healthcare with other leaders seeking similar solutions. You can apply to participate in the Management Innovations Poster Session and/or the Technology Innovations Session.

The 35th Annual Management Innovations Poster Session is a unique opportunity for you to share the innovative work being done at your organization that might be helpful to others, including innovations to improve quality or efficiency, enhance patient or physician satisfaction, implement EHRs, use new technology and similar topics.

Innovations that apply technological or digital solutions (e.g., apps, software, automated texts, etc.) to meaningfully improve the efficiency of an organization or the effectiveness and/or access of care delivered can also be submitted for ACHE's **first ever** Technology Innovations Session.

Applications for both the Management Innovations Poster Session and the new Technology Innovations Session are due **Jan 10**. To learn more about application requirements and selection criteria, visit congress.ache.org/your-congress-experience/showcase-innovations/.

Leading for Safety: Mastering Vision and Board Engagement

Explore two of the six domains—Vision and Board Engagement—outlined in *Leading a Culture of Safety: A Blueprint for Success* during the complimentary ACHE webinar, “*Leading for Safety: Top Down, Bottom Up and Across the Organization.*”

The presentation will provide strategies and techniques required for the Vision and Board Engagement domains and how to scale this initiative across an organization. This webinar is Part III of a three-part series. We encourage participants to attend all three webinars in the series to gain the maximum educational benefit. Access Part I and Part II of the series in ACHE's [On-Demand Webinar Recordings](#).

Learn more about the webinar and **register today**. Visit ache.org/Safety to download the blueprint and take the We Lead for Safety pledge.

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. Earning the FACHE® credential demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field. Encourage your chapter members to take the next step in advancing their career. When they achieve Fellow status, this accomplishment benefits their professional goals and the healthcare management profession.

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 2019 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 them succeed. Two resources available to get you started are [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#).

- 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.

Both offerings supplement other Exam resources such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

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 attract 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.

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? Let ACHE know for a chance to be 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.

Find Open Positions With ACHE's Job Center

Did you know you can apply for healthcare management positions quickly and easily with [ACHE's Job Center](#)? This member-exclusive resource allows you to search through nearly 1,500 open positions across the nation based on your preferences such as location and desired salary. We've recently added an Internship Tab to help students and recent graduates navigate opportunities. To gain more exposure to potential employers, all members have the option of posting a resume for review. To provide additional value, the Job Center is complete with a [Career Learning Center](#) to help you enhance your resume and

leave a lasting impact during your next interview. To take advantage of these resources and more, visit ache.org/JobCenter.

ACHE Announces Nominating Committee 2019 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 2 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 2. The 2019 slate is as follows:

Nominating Committee Member, District 2 (two-year term ending in 2021)

Donald G. Henderson, FACHE
President/CEO
Central Florida Health
Leesburg, Fla.

Nominating Committee Member, District 3 (two-year term ending in 2021)

David A. Stark, FACHE
President/CEO
UnityPoint Health
Des Moines, Iowa

Nominating Committee Member, District 6 (two-year term ending in 2021)

COL Mark D. Swofford, PhD, FACHE
U.S. Army

Governor (three-year term ending in 2022)

Kurt A. Barwis, FACHE
President/CEO
Bristol (Conn.) Hospital & Health Care Group Inc.

Governor (three-year term ending in 2022)

Brian C. Doheny, FACHE
Associate Vice President
Humana Inc.
Louisville, Ky.

Governor (three-year term ending in 2022)

Michael A. Mayo, FACHE
Hospital President
Baptist Medical Center Jacksonville (Fla.)

Governor (three-year term ending in 2022)

Mary C. Starmann-Harrison, RN, FACHE
President/CEO
Hospital Sisters Health System
Springfield, Ill.

Chairman-Elect

Michael J. Fosina, FACHE
President
NewYork-Presbyterian/Lawrence Hospital
Bronxville, N.Y.

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, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698) 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:

Edward H. Lamb, FACHE
Charles D. Stokes, FACHE
Chisun S. Chun, FACHE
Dolores G. Clement, DrPH, FACHE
Carle-Marie P. Memnon, FACHE
Stephen J. Pribyl, LFACHE
Michael O. Ugwueke, DHA, FACHE
Adam C. Walms, FACHE

ACHE Call for Nominations for the 2020 Slate

ACHE's 2019–2020 Nominating Committee is calling for applications for service beginning in 2020. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district. Those interested in pursuing applications should review the candidate guidelines for the competencies and qualifications required for these important roles. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2022)
- Nominating Committee Member, District 4 (two-year term ending in 2022)
- Nominating Committee Member, District 5 (two-year term ending in 2022)
- Four Governors (three-year terms ending in 2023)
- Chairman-Elect

Please refer to the following district designations for the open positions:

- **District 1:** Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
- **District 4:** Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas
- **District 5:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming

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 submit only 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 Charles D. Stokes, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 300 S. Riverside Plaza, Ste. 1900, Chicago, IL 60606-6698.

The first meeting of ACHE's 2019–2020 Nominating Committee will be held on March 5, during the 2019 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. 24.

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

Study Connects Work-Life Balance, Burnout and Safety Culture

Healthcare is approaching a tipping point as burnout and dissatisfaction with work-life integration in healthcare workers continue to increase. Addressing work-life integration issues is crucial, as poor work-life integration has been linked to higher levels of burnout and patient safety risk, according to original research published in *BMJ Quality & Safety*.

Cross-sectional survey study was completed in 2016 and included more than 10,600 healthcare workers across 440 work settings within seven entities of a large academic healthcare system. Researchers created a work-life climate scale to assess the frequency of behaviors such as skipping meals, taking breaks and changing personal plans for work among healthcare professionals.

The study found that work-life climate was strongly associated with personal burnout and burnout climate, which describes how often professionals see signs of emotional exhaustion in their colleagues.

“Burnout has implications for patients, the individual healthcare worker and their families, and is linked to lower perceptions of safety culture, increased medical errors and lower quality care,” according to the study. “Targeting [work-life integration] behaviors may provide tangible interventions at the work setting level that reduce burnout.”

In addition to lower burnout, quartile analyses of the results revealed higher work-life climate scores were associated with better teamwork and patient safety norms, better leadership and increased readiness for quality improvement.

“Improving this climate should be a strategic priority for leaders interested in building capacity and resilience in their workforce,” wrote the study authors. “Improving [work-life integration] is likely to improve healthcare worker’s quality of life, organizational outcomes and, ultimately, quality of care for patients.”

—Adapted from “[Work-life balance behaviors cluster in work settings and relate to burnout and safety culture: a cross-sectional survey analysis](#),” by Stephanie P. Schwartz, Kathryn C. Adair, Jonathan Bae, et al., *BMJ Quality & Safety*, Oct. 11, 2018.

Hospitals Prioritize Clinical Documentation Improvement

Clinical documentation improvement was identified as a top priority by hospital technology, financial and physician leaders in a recent Black Book Market Research report.

“Because of increased patient engagement, the need for proper clinical documentation improvement driving quality outcome scores has never been more essential,” says Doug Brown, managing partner of Black Book.

Highlighted below are four additional findings from the survey.

- Nearly 25 percent of all U.S. hospitals now outsource some or all coding functions.
- Ninety-one percent of hospitals with more than 150 beds that outsource their CDI processes reported significant increases in appropriate revenue and proper reimbursements in the third quarter of 2018.
- Eighty-eight percent of hospitals confirm documented quality improvements and increases in case mix index within six months of CDI implementation.
- Eighty-nine percent of hospital financial officers say that the above factors do influence their motivation to adopt CDI practices.

—Adapted from “[Black Book Survey: New Generation CDI Enhances Patient Care and Reduces Financial Risk](#),” Black Book Market Research, Oct. 19, 2018.

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.



aramark.com/healthcare



baxter.com



bd.com



cardinalhealth.com



cerner.com



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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