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**GLACHE is seeking volunteers** to help on our Diversity and Inclusion committee. If interested, please email Kris Drake at [krisdrk@gmail.com](mailto:krisdrk@gmail.com).

**Linked in** 

### GLACHE

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

## *President's Report*

Patrice M. Hatcher, MSA, FACHE



Spring is finally here in Michigan, the birds are chirping, the buds are popping, and I am seeing more neighbors venturing outside to enjoy the warmer weather. I have exciting news to share with all of you: The Great Lakes Chapter of ACHE earned the Award of Chapter Merit as part of the 2019 Chapter Management and Awards Program!! Awards like this happen because of hard working dedicated people. Everyone of you who attended a Chapter of ACHE event, participated on a committee, renewed your membership, passed or renewed your Fellow status, played a role in making this happen. Thanks to ALL of you! I encourage you to keep the momentum going, we have several opportunities for member engagement.

Checkout the Educational Programs coming up this year, consider joining one of our active committees; Education, Sponsorship, Communications, Diversity and Inclusion, or Membership. Please contact me if you are looking for a way to engage.

Thanks again for your engagement!

Patrice Hatcher, MSA, FACHE

President, GLACHE

## Important

**Reminder: Board of Governor Exam fee will be waived between now and the end of June**

**Congratulations to our members who have recertified in the last two quarters:**

Carla D. Wilson-Neil, FACHE Hastings  
Carol Skowronski, FACHE Kalamazoo  
Charles H. Sherwin, FACHE Alpena  
Chris W. Cauley, FACHE Ann Arbor  
David M. Dickey, FACHE Flint  
David M. Zechman, FACHE Petoskey  
Diane S. Postler-Slattery, PhD, FACHE Midland  
Ginger Williams, MD, FACHE Matthews NC  
James E. Nemeth, FACHE Owosso  
Matthew W. Rush, FACHE Charlotte  
Michelle A. Chapie, FACHE Grand Rapids  
Mitchell D. Leckelt, FACHE Ishpeming  
Gregg M. Beeg, FACHE Marshall  
Mark S. Deponio, FACHE Traverse City  
Christina M. Freese Decker, FACHE Grand Rapids  
Colleen M. Koppenhaver, FACHE Owosso

**Congratulations to the following members who have passed the Board of Governors exam and the Fellows who have advanced in the last two quarters:**

Hyung T. Kim, MD, FACHE, East Lansing  
  
Michael J. Breon, FACHE, Grand Rapids  
  
Robert F. Flora, MD, FACHE, Grand Blanc  
  
Rodrigo M. Correa, DPT, FACHE Niles  
  
Brian Brown, Lansing

**Welcome to our New Members in the last two quarters:**

Donna Purvis, MBA  
James Glasheen, Kalamazoo  
Kelley L. Simonenko, Jackson  
Natalie C. Ryder, MSN, RN, Dowagiac  
Giselle L. Sholler, MD Grand Rapids  
Tricia Boot, Grand Rapids  
Tara Jegla, Lansing  
Ashton R. O'Malley, Grand Rapids  
Robert P. Seidel, Lansing  
Thirumal R. Vanteru, MBA Grand Rapids  
Boyd Chappell, JD Manistique  
Kristie J. Dennett, MSN, RN Grandville  
Lauren Jary, MHA Grand Rapids  
Erin E. Lamb, PT, MS, Holland  
Sandra Trammell, Holland  
Mike Worden, Negaunee  
Larry S. Warkoczeski, JD, MHSA Grand Rapids

Heather Derrick, Grand Rapids  
Joseph J. Blewett, Midland  
Kelsey Hoffman, East Lansing  
Rebekah A. Waldron, Jackson  
Rafael Bloise, MD, Rockford  
Eric N. Engel, Kalamazoo  
Mark Mochel, Belmont  
Joseph P. Sedlock, Jr. Battle Creek  
Lynn Sharpe, Kalamazoo  
Ryan Brady, Traverse City  
Thomas Mee  
Kasey L. Fox, Midland  
Timothy J. Kangas, Marquette  
Chelsea L. Page, Spring Arbor  
Jimmie Vail Cassopolis  
Brandon J. Zolynsky, Ada

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## GLACHE Sponsorship

### GLACHE seeking 2019 sponsors

#### Your support reaches over 600 healthcare leaders throughout Michigan

GLACHE is a professional organization that strives to be a trusted partner for healthcare professionals by providing educational opportunities that focus on emerging healthcare trends, networking opportunities and legislative updates.

As a sponsor, an organization will gain exposure to the top healthcare leadership teams and show its support for the advancement of the healthcare profession. Our sponsorship program enables an organization to put its message in front of the area's leading healthcare industry decision makers. Sponsors gain visibility, establish relationships through networking with industry leaders and position products and services in front of key decision makers.

Sponsorship support will also place your company's logo alongside the ACHE - GLACHE brand, which is recognized as the national leading professional organization for healthcare executives

We serve healthcare leaders, working in a variety of settings including hospitals, health plans, medical practices, consulting firms, pharmaceuticals, nursing homes, academia and other healthcare fields. Our members represent the healthcare industry, throughout central, western and northern Michigan, including the Upper Peninsula region. As a member of GLACHE you may have taken advantage of the numerous educational and networking opportunities that our Education Committee provides annually. These forums provide insight into timely healthcare topics as well as opportunities to network with colleagues and vendors. It is through sponsorship support that we are able to provide these exceptional offerings at a minimal cost to our members

If you are interested or know of an organization that would be interested in becoming a GLACHE sponsor, please contact Ondrea Bates at [Ondrea.Bates@HFHS.org](mailto:Ondrea.Bates@HFHS.org) or at 517-205-7201 for more information.

### [Sponsorship Benefits](#)

### [Sponsorship Form](#)

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

Execution of the ACHE Strategic Plan: Being a **Connector**



The mission for the American College of Healthcare Executives is to advance our members and healthcare management excellence by being the preeminent professional society for leaders dedicated to improving health. ACHE is the foremost provider of continuing education and publications for healthcare management and leadership. In executing its mission, ACHE plays a role in being a **connector** to advance health through leadership. ACHE is committed to connecting people to people and people to ideas in order to create a community of leaders, all working together to move healthcare forward. In doing so, ACHE has formed partnerships with organizations like the American Society of Anesthesiologists and the Institute for Healthcare Improvement.

The GLACHE and MCACHE chapters have also been serving as **connectors**. Some programs have been developed jointly and/or co-sponsored with the Michigan Hospital Association, Healthcare Financial Management Association, Inforum and the Healthcare Information and Management Systems Society. Expansion of strategic relationships to other aligned organizations is in development for both chapters. The creation of these partnerships will assist us in achieving our goal of educating, engaging and inspiring leaders to improve health.

Mark Your Calendar

*ACHE Breakfast at the MHA Annual Membership Meeting, June 27, 2019, 7:00am -8:15am  
The Grand Hotel, Mackinac Island, MI*

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

## CHAPTER NEWS - Advancing Diversity and Inclusion

Chapter and diversity and inclusion initiatives educate and engage members.

In alignment with ACHE's national strategies to advance diversity and inclusion and guidance from the Regents-at-Large, local chapters last year demonstrated their ongoing diversity and inclusion commitment through numerous programs and initiatives.

In 2018, the Central Illinois Chapter of ACHE received funding from the ACHE Grant Program for Chapter Innovation to partner with another organization to improve diversity and inclusion among its members through training and assessments. This included an educational event in May with a panel of experts on the topic of implicit bias.

The chapter worked with Kris Machajewski, president and CEO of YWCA Northwestern Illinois, after becoming well-acquainted with her work on implicit bias training and learning about the positive outcomes from her program. Machajewski participated in the Central Illinois Chapter of ACHE's panel discussion, which offered ACHE Face-to-Face Education credit.

Prior to the program, attendees took a confidential pre-test on implicit bias. Afterward, they were encouraged to re-take the test to see how much information they gleaned from the program and whether it impacted their own internal biases.

The chapter sent attendees a survey about the implicit bias panel and received positive feedback on the event. Chapter members who were unable to attend the panel had the opportunity to view a recording of the program on the chapter website.

For the event, the chapter curated a variety of diversity and inclusion resources—including a link to an assessment on internal biases—and posted them on the chapter website.

"Our hope was that this program would impact healthcare leaders' ability to recognize internal and systemic biases in areas such as employment and policy decision making, and that it will lead to increased minority executives holding leadership positions," says Dawna R. Menke, FACHE, president of the Central Illinois Chapter of ACHE.

Promoting diversity and inclusion in healthcare has been a longstanding focus for ACHE chapters. In 2014, each chapter signed a diversity statement outlining how the chapter would follow through on this commitment.

Diversity and inclusion strategies include ensuring the makeup of the chapter board represents chapter membership, conducting an annual diversity and inclusion educational program, appointing a chapter liaison to ACHE's diversity forums, and publishing diversity and inclusion articles in the chapter's newsletter.

Chapters also are establishing collaborative relationships with ACHE's diverse partner groups, organizations devoted to increasing the representation and professional development of diverse healthcare executives. The chapter connections build upon the "Better Together" collaborative work ACHE has developed with the diverse partner groups at the national level.

Highlighted below are examples of education programs and initiatives ACHE chapters have undertaken in the past year. These efforts helped increase awareness of how diversity and inclusion supports chapters' broader objectives and contributes to improved health for all.

Most programs provided members the opportunity to earn ACHE Face-to-Face Education credit or ACHE Qualified Education credit to support recertification and advancement to Fellow status.

#### **ACHE—MN Chapter**

Presented the "Diversity and Inclusion" panel discussion for ACHE Face-to-Face Education credit.

#### **ACHE—Nevada Chapter**

Presented its 2nd Annual Diversity and Inclusion in Healthcare Summit using two ACHE panel discussions: "Equity of Care" and "Fostering Inclusion of LGBT Patients and Employees." Attendees earned ACHE Face-to-Face Education credit.

#### **ACHE of Greater Ohio**

Presented the "Diversity in Healthcare Management" panel discussion for ACHE Face-to-Face Education credit.

**ACHE of North Texas**

Presented the “Equity of Care” and “Diversity in Healthcare Management” panel discussions for ACHE Face-to-Face Education credit.

**ACHE of the Triad**

Presented the “Fostering Inclusion of LGBT Patients and Employees” panel discussion for ACHE Face-to-Face Education credit.

**American College of Healthcare Executives of Central Florida**

Presented a program on “Equity of Care.” Attendees received ACHE Qualified Education credit.

**Arizona Healthcare Executives**

Presented the “Fostering Inclusion of LGBT Patients and Employees” panel discussion for ACHE Face-to-Face Education credit.

**Healthcare Leaders of New York**

Presented the “Providing Culturally and Linguistically Appropriate Services” panel discussion for ACHE Face-to-Face Education credit as part of a one-day conference. The chapter also presented its 3rd Annual Diversity and Inclusion Leadership Award to Mount Sinai Health System for achieving the performance metrics identified by the Institute for Diversity and Health Equity and the American Hospital Association’s #123forEquity Pledge to eliminate healthcare disparities.

**Maryland Association of Healthcare Executives**

Presented the “Diversity and Inclusion” panel discussion for ACHE Face-to-Face Education credit.

**Sandhills Healthcare Executives Forum**

The chapter offered a panel discussion on diversity and inclusion as part of its 2018 Fall Forum. Attendees received ACHE Qualified Education credit.

## Honoring Chapters' Diversity and Inclusion Efforts

Four chapters received the 2018 Regent-at-Large Award for Chapter Accomplishments in Diversity at the annual Chapter Leaders Conference in September.

These chapters actively demonstrated a commitment to and successful execution of significant diversity and inclusion initiatives within their chapter, community and the healthcare management field. They also encourage and support members of diverse communities to serve in leadership roles with the chapters and ACHE.

District 1: ACHE—NJ

District 2: Maryland Association of Health Care Executives

District 3: Central Illinois Chapter of ACHE

District 5: Utah Healthcare Executives

## ACHE's Commitment to Advancing Diversity and Inclusion

At the national level, advancing diversity and inclusion remains a key part of ACHE's Strategic Plan.

Visit [ache.org/DiversityandInclusion](https://www.ache.org/DiversityandInclusion) to learn more about ACHE's Statement on Diversity, related policy statements and the Thomas C. Dolan Executive Diversity Program.

Also, explore the Executive Diversity Career Navigator ([edcnavigator.org](https://www.edcnavigator.org)), an online resource to inform and inspire healthcare executives at every stage of their careers.

*To find your ACHE chapter, search the online Chapter Directory at [ache.org](https://www.ache.org) by selecting your state/country in the drop-down menu. Then, contact the chapter officials listed for information on how you can get involved. To discuss your ideas for chapters, contact the Chapters Committee's ACHE staff liaison, Jennifer L. Connelly, FACHE, CAE, interim vice president, Division of Regional Services, at (312) 424-9320 or [jconnelly@ache.org](mailto:jconnelly@ache.org).*



## GLACHE Education Corner

### 2019 Schedule of Educational Events

- May 23 (Thursday): Mindful Leadership: Leading with Heart and Mind and Managing for Morale at Michigan Athletic Club in EL
- June 27: ACHE Breakfast 7-8:15am at MHA Annual Meeting on Mackinac Island
- June 25 (Tuesday): Population Health Management: Justice, Access & Financial Implications at UP Health System, Marquette (+/- video)
- Sept 19 & 20 (Thu & Fri): 12 credit education with MCACHE, Leading and Managing in Changing Times with Tom Atchison at Henry Center of MSU, East Lansing
- October 18 (Fri): “Behavioral Healthcare: Approaches to Increase Value to the Organization and Meet Community Needs” in Kalamazoo TBD
- November: “Providing Culturally and Linguistically Appropriate Services” with Diversity Cmte at GLACHE Annual Meeting

Please email Rashelle Ludolph [rashelle.ludolph@spectrumhealth.org](mailto:rashelle.ludolph@spectrumhealth.org) if interested in helping

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### Articles of Interest

#### **Three Steps for Engaging Healthcare Providers in Organizational Change**

As healthcare organizations feel pressure to cut costs, reduce medical errors and adopt standardized processes and innovations, providers must give up some established and comfortable ways of working. Many view changes as clashing with patient care values. The following are three key ways managers can engage providers and connect innovation efforts to core motivations, passions and values.

#### **Learn *why* staff think changes do not align with the existing culture and mission.**

One medical practice CEO listened as managers explained employees’ concerns regarding quality care versus financial pressures, and the replacement of familiar processes and techniques. The CEO first recommended that the managers listen to doctors and staff to understand the perceived misalignment between the changes and organizational values of the practice. The CEO then took steps, to reframe and strengthen the connection between innovations and the practice's core values to eliminate the perception of misalignment.

### **Use data to engage and explain how to address the problem.**

Data and metrics can create an awareness of problems, a means to explore them, and a goal post to measure progress. One hospital leader ordered the collection of observational data regarding staff hand hygiene to change existing norms and routines and drive more hand washing. The collated data became an agenda item during the weekly staff dialogue. This not only kept the problem in the forefront, but also engaged employees in diagnosing the barriers and factors outside their control that made change difficult to implement. This combination of data, staff engagement and appealing to the mission of good patient care increased the handwashing rate from 45 percent to 82 percent in one year.

### **Pay attention to the behaviors you reward and tolerate.**

As part of the same hand-washing initiative, the hospital system introduced a campaign empowering staff members, including clinicians, to remind each other—on the spot and regardless of level or status—to wash their hands. The change would not stick if it were exempt from this feedback. An administrator reminded physicians reacting negatively to feedback that the mandate was everyone’s responsibility for patient health. During weekly huddle meetings, the CMO distributed gift cards as positive reinforcement to those who had reminded others of hand washing.

The status quo persists when unwanted behaviors at any level of the organization are tolerated. When leadership understands that ignoring one act of poor behavior can decimate the adoption of innovation, they may be more willing to hold difficult conversations with the highest-status employees in their organizations.

Seeking to understand staff perspectives, using data and holding all employees accountable will help providers understand how change can support, rather than contradict, the values they hold dear.

—Adapted from “[3 Steps for Engaging Health Care Providers in Organizational Change](#),” by Joan F. Brett and Margaret M. Luciano, *Harvard Business Review*, Oct. 18, 2018.

## National News

### Fellow Status: Your Members' Next Step in Career Advancement

The importance of earning the distinction of board certification as a Fellow of the American College of Healthcare Executives cannot be overstated. Encouraging your chapter members to take the next step in advancing their careers by achieving Fellow status benefits their 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, 2019, including passing the Board of Governors Examination, will be eligible to participate in the 2020 Convocation Ceremony at the 2020 Congress on Healthcare Leadership.

### Complimentary Resources for the BOG Exam Available

For Members starting on the FACHE® journey to board certification and the FACHE credential, several resources are available. These complimentary resources include [quarterly Advancement Information webinars](#), designed to supplement other Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) or [Online Tutorial](#).

### Opportunity to List Your Postgraduate Fellowship

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. If your organization is offering a postgraduate fellowship, we encourage you to add it to ACHE's complimentary Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](https://ache.org/Postgrad). You may add a new listing or update a previous one at any time by completing the online listing form. The directory can help you gain exposure and start attracting top-notch applicants to your program.

**Questions?** Please contact Audrey Meyer, membership coordinator, at (312) 424-9308, or via email at [ameyer@ache.org](mailto:ameyer@ache.org), Monday through Friday, 8:00 a.m. to 5:00 p.m. Central time.

### ACHE Announces Nominating Committee 2019 Slate

The ACHE Nominating Committee has agreed on a slate for presentation 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. Thanks to the members of the Nominating Committee for their contributions in this important assignment.

### 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

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 qualifications for open positions that are listed in 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 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](mailto: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](https://www.ache.org/CandidateGuidelines). If you have any questions, please contact Julie Nolan at (312) 424-9367 or [jnolan@ache.org](mailto:jnolan@ache.org).

### **ACHE Call for Nominations for Regent-at-Large**

The ACHE Board of Governors is calling for applications to serve as Regent-at-Large in Districts 1, 5 and 6 beginning in March 2020. ACHE Fellows are eligible for Regent-at-Large vacancies within their district.

The goal of the Board of Governors in appointing Regents-at-Large is to diversify the Council of Regents. The purpose of the Regent-at-Large is to promote diversity in the governance of ACHE with respect to race, ethnicity, gender, religion, age, sexual orientation or disability. For further details, please refer to [ACHE’s Statement on Diversity](#). The responsibilities of the Regent-at-Large—including suggested knowledge, skills and experience for the role—are included in the [position description](#). Appointments will be made by the

Board of Governors in November 2019. Candidates should not directly contact members of the Board of Governors to request letters of support.

Fellows from Districts 1, 5 and 6 may apply to serve by sending a letter and resume (see specifications below) to Caitlin E. Stine, communications specialist, Division of Regional Services, at [cstine@ache.org](mailto:cstine@ache.org) and they must be received by Aug. 23. All candidates will be listed on **ache.org** in the Membership section under the heading “Regent-at-Large Declared Candidates.” Any candidate not listed by Aug. 30 should contact Stine immediately. If prospective candidates have any questions about the application process, they should contact Stine.

### **Application specifications**

To be considered, applications must include:

- A statement, in the form of a letter, by the candidate that addresses his or her qualifications for the position, including the demographic characteristics, knowledge, skills and experience.
- A professional resume of education and work experience.

Candidates may include up to two letters of support for their candidacy. Letters of support may not be solicited from current members of the ACHE Board of Governors.

### **2019 Premier Corporate Partners**

ACHE’s 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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