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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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## President's Report

Patrice M. Hatcher, MSA, FACHE



I hope you take time this summer to reconnect with your purpose, to re-energize your soul, relax and spend time outdoors. The work we do is too important and taking time for re-creation is important. If we don't take care of ourselves, we will not be able to take care of others. The famous Aesop Fable of The Goose and the Golden Egg illustrates this principle.

<http://www.read.gov/aesop/091.html>

I would like to recognize the tremendous work from our Education Committee, led by Dr. Hyung Kim. During the last several months, The Great Lakes Chapter Board and Education Committee have been working hard to provide valuable educational and networking opportunities for members during 2019. Already this year, we have provided programming around: Strategically Mapping your Early Career Development and The Healthcare Organization's Role in Formulating Public Policy (February), Physician Practice Improvement Conference (April) and Population Health (June). There are several additional programs already available for registration, Mindful Leadership (October) and 12 Face-to-Face credits on Leading and Managing in Changing Times (September)). Please visit the [GLACHE.org](http://GLACHE.org) website to register.

Our Membership committee lead by Jasmine Ahuja held two Mixers simultaneously in both Lansing and Grand Rapids.

I would like to thank all of you who completed the Member survey. The Board of Directors will review the results and use these results to aid in our strategic planning and program events in order to continue to bring value to our members.

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 and have become new Fellows:**

Barbara A. Goodspeed, FACHE, Grand Rapids  
Sandra L. McGovern, FACHE, Ishpeming

**Recertified Fellows:**

Brian L. Brasser, RN, FACHE, Grand Rapids  
Lt. Col. Melinda K. Weis, FACHE, Grand Rapids  
Chad M. Grant, FACHE, Flint  
Lisa M. Hoyle, DNP, FACHE, Negaunee  
Kris Drake, FACHE, Grand Rapids

**New Members**

Ryan A. Dorman, Hope  
Todd Raehtz, Grass Lake  
Mary A. Storm, Frankenmuth  
Don W. Beery, Grand Rapids  
Julie Bonewell, Grand Rapids  
Michael Steele, Roscommon  
Debra R. Thompson, Paw  
Christine Conran, Wyoming  
Denice D. Johnson, JD, Flint  
David Lopez, Gaines  
Sibi Matthew, Lansing  
James P. McEvoy, East Lansing  
Marla E. Stuck, Marshall  
Holly A. Sullivan, Grand Rapids  
Sam Watson, Hastings

Thanks again for your engagement!

Patrice Hatcher, MSA, FACHE, President, GLACHE

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## GLACHE Sponsorship

### GLACHE seeking 2019 sponsors

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

GLACHE is a professional organization is a trusted partner for healthcare professionals 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

**Michigan Hospital Association Annual Meeting & ACHE Breakfast**



On June 27<sup>th</sup>, the MHA held its ACHE Annual State Membership Meeting and Breakfast on Mackinac Island. Unfortunately, I could not be there to present the Regent Awards. On Tuesday of that week I was made aware that The Joint Commission arrived at my hospital for their unannounced visit to survey Munson Medical Center. Serving as both the Chief Operating Officer and Interim Hospital President, I had to delegate my Regent duties to the MCACHE and GLACHE Presidents to present on my behalf. A huge thank you to Chris Stesney-Ridenour (MCACHE) and Pat Hatcher (GLACHE) for filling in for me on such short notice. Not all the Regent Award winners could be present on the Island. Therefore, I have the privilege of presenting all of the award winners at each of the respective chapter's annual meeting. Let me tell you who among our great members won this year's Regent Awards -

*Early Career Healthcare Executive*

Almir Karamovic; McLaren Health Care, MCACHE  
Kenneth Rates; Michigan Medicine, MCACHE

*Senior Career Healthcare Executive*

Kira Carter-Robertson, FACHE; Sparrow Health System, GLACHE

*Faculty Member*

Raymond Higbea; Grand Valley State University, GLACHE

*Student Award*

Jenny Dondzila; Grand Valley State University, GLACHE  
Megan Fisher; Oakland University, MCACHE

Congratulations to this year's Regent Award winners!

**Do You Want To Be The Next Regent?**

Politicians near the end of their terms have said "I need to get re-elected because I just started making change..." The Regent serves one, three-year term and I share that sentiment about just getting started. In part that it takes a while for the learning curve to kick in, and once it does, it is time to handoff to the next leader. Well, as I enter my last nine months as Regent, my focus will be on ensuring a proper and seamless handoff. My words of advice for those wanting to be the next Regent -

- The MCACHE and GLACHE chapters are high performing chapters when compared to the rest of the nation. They have dedicated members and strong boards who are committed to the ACHE values and being the best in the nation. The chapters deserve the Regent's full respect.
- It does not matter where the Regent is located, as long as there is a commitment to serve both the GLACHE and MCACHE chapters. The Regent needs to feel at home in both chapters not just the chapter of residence. Trust me, the chapters can tell if there is dedication or not.
- As great as both chapters currently perform, the Regent must continue to push the chapters to the next level as it relates to the three strategies driving ACHE -
  - **Catalyst** for the field of healthcare management
  - **Connector** across the continuum of the leadership community
  - **Trusted** Partner for our members
- The candidate for Regent has no pre-requisites of being in previous chapter leadership roles. There is a benefit to being experienced at the chapter level, however, the Regent needs to be one who can drive ACHE's strategies and we will all have the opportunity to determine who is best to lead those efforts.

All Fellows who wish to run for election must submit a letter of intent to [elections@ache.org](mailto:elections@ache.org) by August 23, 2019. The primary election will commence on September 16, 2019 and will end on October 4, 2019. 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.

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

## CHAPTER NEWS – 2020 Board Elections

GLACHE members will have an opportunity to vote to fill seven (7) open director positions on the chapter board. Members will receive election notification via email in September prior to the two-week voting window. Directors will serve a two-year term from January 2020 - December 2021.

### **2019 GLACHE Board Slate of Candidates:**

Jasmine Ahuja, McLaren Health  
Patrick Brillantes, Sparrow Health System  
Matt Campbell, Select Specialty Hospital- Saginaw  
Rodrigo Correa, Beacon Health System  
Rashelle Ludolph, Spectrum Health  
Dale Sanders, Alma College  
John Shull, Spectrum Health  
Andrew Volk, Spectrum Health

### **Incumbent candidates:**

Ondrea Bates, Henry Ford Allegiance Health  
Helen Johnson, Spectrum Health Ludington  
Hyung Kim, Mercy Health Saint Mary's  
Carrie Gray, Central Michigan University

### **GLACHE Education Corner**

#### 2019 Schedule of Educational Events

- 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
- October 25 (Thursday): Mindful Leadership: Leading with Heart and Mind and Managing for Morale at Michigan Athletic Club in East Lansing (rescheduled)
- November: “Providing Culturally and Linguistically Appropriate Services” with Diversity Committee 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

### Hospitals Must Focus on Scale to Combat New Competitors

Today, hospitals are struggling to hold onto their outpatient business in the face of new competitors that have the scope and technological capability never before seen in healthcare.

UnitedHealth/Optum and CVS Health/Aetna are aiming to unbolt outpatient business from legacy hospitals. Amazon, Apple and Google are investing heavily in healthcare from numerous angles, looking for the most effective entry points to care and services. Hospital organizations are doing what any company would do when confronted with a highly disruptive environment like this: They are trying to gain the financial and intellectual resources to compete in a new world.

Hospitals are making this transition in the face of a difficult financial reality. Moody's Outlook for 2019 projected that revenue growth for hospitals would continue to decline under pressure from weak inpatient volume and low reimbursement payments. At the same time, expenses would continue to grow faster than revenue. In this situation, the normal response of any company in any industry would be to seek scale in an effort to meet this new level of competition and adjust to an emerging business model. That is exactly what is happening among hospital stakeholders. "Bulking up" is a logical response.

Organizations need to grow along with everyone else. Scale will help ensure that America's hospitals can keep pace—that they can continue to build on their deep community connections, expertise treating the full range of health conditions and history of serving our most vulnerable populations.

Scale will be critical, but it is not an end in itself. Scale is a means to gain intelligence—to get the best intellectual capital, to tap information about a vast group of people, to test new ideas and then to scale those ideas. Nevertheless, scale is the platform that will allow hospitals to acquire the resources—such as more working and intellectual capital, and significant digital capabilities—to compete in this brand new healthcare marketplace.

—Adapted from "[Why Hospitals Must Seek Scale](#)," by Kenneth Kaufman, *KaufmanHall.com*, Dec. 20, 2018.

## **Becoming a Visionary Leader at Any Organizational Level**

Creating a unifying vision for their organizations is a fundamental skill for leaders. However, building that vision has become more associated with top-level leadership than with directors, managers and others throughout the organization. Consider these critical vision-creation opportunities, each of which can propel your professional development:

### **Helping the CEO Shape the Company's Vision**

Good senior leaders know they are missing critical information as they are typically removed from many customer experiences and operational realities. Being a conduit of the insights and experiences of others who will be touched by the work can help senior executives improve that sense of connection. Further, raising your hand to volunteer your own perspective in collective problem-solving opportunities helps you develop your own vision-creation abilities.

### **Translating the Company Vision to Make it Relevant for Your Team**

Even if you do not have the chance to help shape early drafts of your company's vision, if you are a leader at any level, you will likely be directed to work with your team to translate that vision. Though on a smaller scale, this in itself is "vision crafting" and it will benefit from the same kind of broader perspective senior leaders themselves will want to seek. Even if you are simply "translating" vision from the upper part of the organization, take some time to solicit ideas from other parts of the company that also have a stake in your unit's performance aspirations, being sure to crosscheck your translation with those senior leaders guiding the overall vision.

### **Catalyzing Your Own Vision**

Sometimes a new company vision does not begin in the C-suite, but instead bubbles up from lower-level leaders already using it to drive innovation and change in their own units. Your organization may not be ready for—or even sympathetic to—bottom-up vision development. However, the need for continual innovation in today's operating climate may give you the opportunity to promote new ideas from your own local experiences that can demonstrate potential for broader growth and even reinvention in your company.

## Getting Yourself Into the Vision Game

Here are a few tips to position yourself for vision-building moments:

1. Get a clear idea on what a vision is and why it matters. Do not confuse vision (an aspirational picture of future success) with mission (why an organization exists), values (the principles and moral beliefs by which the organization chooses to operate) or strategy (the decisions about where and how to compete that bring a vision to life).
2. Watch for opportunities to contribute. Contribute to the vision-work underway by other leaders. Translate an agreed upon enterprise vision down to the unit you are leading, or focus the work of your team on a local or regional vision. Catalyze innovative change for the organization based on some front-line innovation in which you are involved.
3. If you find a vision-building opportunity, do not do all the deciding alone. Just as a senior leader might benefit from seeking your contributions to a major corporate vision, share the process with others working with you in any of your own vision-building. It will sharpen your collaboration skills as well.
4. Learn by watching or studying how others go about the vision-building process. Talk to other leaders about visions they have developed to understand how and why those visions turned out the way they did. Study visions of companies documented in the business press or learn from partners or clients about the visions they have for their organizations. You will better understand what makes for successful vision-building, which you can then bring to the next opportunity in your own organization.

Because developing a vision for an organization sets the stage for strategy and higher performance, it will always be seen as an essential capability for top leaders. However, this does not mean that vision is always above your paygrade. Visioning requires practice, and there is no better way to get that practice than by building your craft through smaller or sudden opportunities to make a contribution that comes your way.

—Adapted from "[You Don't Have to Be CEO to Be a Visionary Leader](#)," by Ron Ashkenas and Brook Manville, *Harvard Business Review*, April 4, 2019.

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## National News

### Access to Career Resources Continues Following 2019 Congress

Thank you to the nearly 100 volunteers who assisted hundreds of visitors to the Career Center at this year's Congress on Healthcare Leadership. With their help, we provided approximately 500 career advising and resume review sessions.

If you missed the 2019 Congress, you can still access leadership assessments and other career management tools year-round by visiting [ache.org/CareerResources](https://www.ache.org/CareerResources). The resources available can help you advance your career, build your brand, develop your network and seek new opportunities. Whether navigating professional transitions or creating a long-term plan, everything you need to manage and develop every step of your career is a click away.

### Your Resource for Consultant Expertise

The [Healthcare Consultants Forum Member Directory](#) is an excellent resource to help identify a consultant who meets your needs and has a specific area of expertise. The consultants listed in the directory are members of ACHE and its Healthcare Consultants Forum and have agreed to be contacted by those seeking more information about their services. Please contact Liz Catalano, marketing specialist, at [ecatalano@ache.org](mailto:ecatalano@ache.org) or 312-424-9374 for more information.

### Your Success Benefits Everyone

When you share the value of your ACHE membership with colleagues, you not only help advance the profession but can earn rewards as well. Each time you encourage someone to join ACHE or help them earn their FACHE® you receive a reward point through the Leader-to-Leader Program. The more reward points you collect, the more rewards you can receive. When you help grow ACHE, you not only make a strong statement about your professionalism and leadership in the healthcare field, but you strengthen the organization. For more information visit [ache.org/L2L](https://www.ache.org/L2L).

## Choice: ACHE's Tailored Professional Development Series

Choice offers the ability to tailor ACHE's high quality, professional development programs, seminars and assessments specifically to your organization. This new customizable professional development series (formerly known as "On-Location") is designed to meet the educational needs and close the competency gaps within your group. Additionally, leading every ACHE program is a respected expert speaker, facilitator or author with a real-world perspective.

Choice programming means that clients receive the professional development needed, where it is convenient and with a cadence that works best for their organizations. During the planning phase, clients have options for who, what, where, when and how their programs are tailored. These programs, categorized in a meaningful way, focus on topics that affect executives and leaders in the healthcare industry today.

Some of these topics include:

- Advancing Population Health
- Career Resource Management
- Care Delivery Management
- Employee Experience and Relationship Management
- Executive Leadership Coaching
- Fiscal Leadership and Management
- Governance
- Operational Advancement
- Physician Executive Partnerships
- Patient Experience and Consumerism
- Safety and Quality
- Technology and Information Analytics

As ACHE continues to advance both leaders and the healthcare management field toward excellence, we also strive to meet today's challenges with bold new solutions. Choice is an example of that. For questions regarding Choice programming, the topics listed above or how we can help bring tailored professional development to your organization, please contact Catie Russo, program specialist, at [crusso@ache.org](mailto:crusso@ache.org) or (312) 424-9362. Visit [ache.org/Choice](https://www.ache.org/Choice) for more information.

## Run for ACHE Regent

All Fellows who wish to run for election to serve on the Council of Regents must submit a [letter of intent](#) to [elections@ache.org](mailto:elections@ache.org) by Aug. 23. The letter of intent must include a current business title, business address, email address and telephone number.

The Council of Regents is the legislative body representing ACHE's more than 48,000 members. Serving as an elected official is a unique opportunity that allows you to exercise your leadership ability, share innovative ideas and act on behalf of ACHE members.

Elections will be held in the following jurisdictions:

Arizona	California-Southern
Canada	District of Columbia & Northern Virginia
Florida – Northern & Western	Georgia
Illinois – Metropolitan Chicago	Maryland
Michigan & Northwest Ohio	Minnesota
Missouri	Montana
Navy	Nebraska & Western Iowa
Nevada	New Jersey – Northern
New York – Northern & Western	North Carolina
North Dakota	Ohio
Pennsylvania	Pennsylvania – Southeastern & Southern New Jersey
Puerto Rico	South Carolina
Tennessee	Texas – Southeast
Vermont	Virginia – Central
Washington	Wyoming

Visit the [Official Notice for the 2019–2020 Council of Regents Elections](#) for more information, or contact Caitlin E. Stine, communications specialist, Department of Marketing, at [cstine@ache.org](mailto:cstine@ache.org).

## 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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