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GLACHE is seeking volunteers to help on Marketing & Communications committee. If interested, please email

Carrie Gray at carriegrays@gmail.com.

Linked in[®]

GLACHE

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President's Message

Kris Drake, MHA, FACHE



Welcome to the first quarter of 2020. With the winter season winding down, I am personally looking forward spring and the warmth it brings. In appropriate fashion, I would like to take this opportunity to thank Patrice Hatcher for her leadership and service as GLACHE President over the past year. Under her leadership, we were able to expand our program offerings, achieve positive financial outcomes and further advance our commitment to diversity and inclusion.

I would also like to thank our Regent, Derk Pronger, our Board of Directors, our committee members and student representatives for their dedication and commitment to your professional organization.

The GLACHE Board remains committed to positioning our chapter to be a leading chapter nationally; one that provides the best value to our members through premier educational programs and networking opportunities to build relationships with other healthcare leaders. In December 2019, the GLACHE Board approved the 2020 strategic plan and budget. This year's strategic plan will focus on membership growth and engagement, premier educational and networking activities and effective marketing and communication.

Our top goals for 2020 include:

1. Improve membership engagement through premier education and networking activities.
2. Increase chapter membership with emphasis on new members and students.
3. Strengthen our marketing efforts and identify new ways to communicate more effectively with our members.

With a great deal of humility and excitement, I would like to introduce you to the 2020 GLACHE Board of Directors.

Officers

- Kris Drake, MHA, FACHE (President)
- Patrice Hatcher, MSA, FACHE (Immediate Past-President)
- Barbara Goodspeed, MHA, FACHE (President-Elect)
- Raymond Higsbea, PhD, FACHE (Treasurer)
- Derk Pronger, FACHE (Regent)
- Erica Waltz, MHA (Secretary)

Directors

- Jasmine Ahuja, MHA
- Ondrea L. Bates, FACHE
- Brandi Borch (Student)
- Patrick Brillantes, FACHE
- Carrie Gray, MBA
- Helen M. Johnson, FACHE
- Hyung Kim, MD, FACHE
- Rashelle M. Ludolph, MHA, MBA
- Kimberly L. McVicar, DHA, FACHE
- Brent Reed (Student)
- Dale Sanders, DO, DHA

Finally, I would like to extend a warm welcome to our new members of the Great Lakes Chapter and to recognize the following chapter members for their recent accomplishments.

Please welcome New GLACHE Members:

- Norman A. Chapin, MD, MBA (Midland)
- Melinda E. Johnson (Ada)
- Fr. Jayeson Philip, DO, MBA (Portage)
- Shannon K. Stone (Perry)
- Adam Tompa (Saginaw)
- Joan L. White-Wagoner FACHE (South Haven)

Congratulations to New Fellows:

- Margaret J. Kroese, FACHE (Grand Rapids)

Chapter growth and retention are practices to which the GLACHE Board is firmly committed. On behalf of the Board, thank you to our members who have invested/reinvested in the FACHE credentials. We also appreciate every member who has chosen to join our chapter; we are committed to ensuring you receive the best 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 to better meet your leadership needs. As a reminder, this is YOUR professional association – so help our Board make it the best it can be! In fact, there are many opportunities to get involved in our Great Lakes Chapter. If you are interested in joining a committee (i.e. Programs, Communications & Marketing, Diversity & Inclusion, Membership, Sponsorship), please contact me at krisdrk@gmail.com. Lastly, watch your email for announcements about upcoming education and networking events. You can also check the GLACHE website regularly for new program information once everything has been finalized.

Thank you,

Kris Drake, MHA, FACHE

President

Great Lakes Chapter

GLACHE Sponsorship

GLACHE seeking 2020 sponsors

Your support reaches over 600 healthcare leaders throughout Michigan

GLACHE is a professional organization that 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 or at 517-205-7201 for more information.

[Sponsorship Benefits](#)

[Sponsorship Form](#)

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

Farewell from the North



As I wrap up my last newsletter, I have reflected on my last three years serving as your Regent. Back in 2017 a lot of energy and aspirations fueled my desire to make the Michigan and Northwest Ohio region one of the best in the country. Having served in both the MCACHE and GLACHE chapters allowed me to leverage existing relationships while forging new ones. As I grew in my role as Regent it was becoming increasingly clear that the MCACHE and GLACHE chapters are self-driven towards excellence. For me to succeed in my role I needed to influence as necessary, provide the conduit to the Central Office, and be visible to our membership.

Visibility was probably the most difficult aspect: living in Traverse City with MCACHE's hub in Southfield and GLACHE's in Lansing. Letters, emails, conference calls reduced the physical barrier that geography posed. Shout out thank you to the chapter leaders who stepped in for the HEN visits that I could not attend.

In March, I will be succeeded by Thomas B. Lanni, Jr., FACHE. I know Tom well. He is a seasoned healthcare executive with a strong track record and has been a part of ACHE and MCACHE for many years. Congratulations again, Tom! I know you will serve the chapters well.

My sincere thanks go out to the GLACHE and MCACHE chapter Board Members, Chapter Presidents and Past Presidents for their guidance and support. I especially want to provide a personal thank you to Ellie Heinrich, FACHE for her service and dedication.

Finally, as I leave this Regent role, my term as a GLACHE board member will come to an end as well. Prior to serving as Regent, I was part of the ACHE faculty co-presenting annually at Congress with Jean Ann Larson, FACHE. I have always enjoyed engaging students and early careerists on the topics of leadership and performance improvement. Perhaps you will see our names in a future ACHE brochure?

Last word to leave you with – ACCESS. We may be two chapters, one in a majority metropolitan area, the other more rural but having access to care is a real issue for people living in all of our communities. As healthcare leaders we must work to solve this incredibly important issue by engaging our constituents, forming alliances and educating the public of the need for everyone to have access to care.

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

Articles of Interest

Learn the Art of Dialogue and Have Open, Productive Conversations

Open and productive conversation is absolutely critical in today's high-velocity business environment. If our conversations go nowhere, failure will quickly follow.

The problem is that most of us *think* we are having conversations when we really are not. We often participate in one-way conversations—essentially **monologues**: I tell you what I want to tell you. You tell me what you want to tell me (or you tell me what you think I want to hear so I'll leave you alone). We excel at taking turns talking, but neither side is exploring and discovering and building on what is being said. When this happens, the promise of a new discovery or breakthrough is lost. So we aren't solving problems and are often creating them.

There is a difference between what typically passes for conversation and true **dialogue**. If two people are engaged in a dialogue, at least one of them can dependably benefit from the other's experiences. That is why it is important to learn the art of dialogue and practice it daily in all communications. To help promote the art of dialogue, you must be curious about another's point of view and willing to:

- State your own view and ask others for their reactions
- Be wrong
- Accept that you may be unaware of certain facts
- Remain open to new information
- Change your mind
- Interpret how others are thinking and reacting and seek to understand their underlying feelings

Dialogue lets us discover more of our own intelligence and blend it with the knowledge and wisdom of others. Clear and powerful agreements can result from dialogue, whereas little worthwhile insight is likely to come from simultaneous monologues. These types of ineffective conversations can lead to a **reactive cycle**, in which people react instead of participate. If left unchecked, the reactive cycle can do more than kill the productivity of a conversation and even damage relationships.

A reactive cycle starts when someone says something with which you don't agree, or may even strongly dislike. In a split second, your emotions are triggered and you may feel threatened or defensive. You react by attempting to control the situation, the person or retaliating. Doing so may trigger the other person's emotions, causing that person to now attempt to gain control, which, in turn, causes you to react again. This back-and-forth emotional interplay—this reactive cycle—results in another unproductive conversation or meeting.

There are three steps that can be taken to break a reactive cycle:

1. Identify it; where one of the parties notices the reactive cycle and literally "calls it out."

2. One or both of the parties claim their responsibility for being reactive.
3. Both parties try to understand their own—and the other’s—viewpoints and emotions, and attempt to enter into a true dialogue by reframing their perspectives.

After we have named, claimed and re-framed a reactive cycle, we can engage in the type of open, honest and productive discussion needed to accomplish mutual objectives. By learning the art of dialogue we help ensure that everyone is on the same page and moving forward in the same direction.

—Adapted from "[Learn the Art of Dialogue and Have Open, Productive Conversations](#)," O'Brien Group.

Shifting Perceptions of Change From Episodic Solution to Always-on Strategy

Healthcare leaders are grappling with unprecedented disruption, resulting in a greater need for agile, change-ready cultures. A change-ready culture accepts that change is constant and understands that success will not come from point-in-time solutions, but rather from meaningful, perpetual improvement. To create a change-ready culture, leaders must shift the organization’s perceptions of change management from an episodic solution to an ongoing strategy that becomes part of the organization’s DNA.

As traditional approaches to change shift, [leadership practices must evolve](#) to align with the organization’s aspirations. By actively modeling desired behaviors, leaders reinforce the mentality required for changes to be successful. To cultivate an organization that is able to evolve continuously, its leaders should do the following:

- See change as a transformative competency. Recognize that change is continuous, and multiple changes must occur simultaneously. This requires a culture that accepts change as the norm and becomes so good at changing that it thrives during disruption.
- Focus on your mission. This is your “why” for transformation and needs to be clearly, compellingly and continuously articulated in order to engage key stakeholders.
- Hold employees accountable. Make it clear that adapting is not optional and reinforce this mentality through validation, coaching, rewards and recognition.

If the transformation employees are asked to take on are interpreted as overwhelming and complicated, it will make it harder for the changes to be adopted and sustained. Change should not feel impossible to achieve, and it does not have to require a significant amount of effort. Here are several essential steps:

- Establish a shared vision of transformation within your organization. This will help curb change-related stress and confusion regarding the way forward.
- Leverage data to create a high-level view of the organization. Rather than focusing on a broad problem, conduct an objective assessment and diagnose the challenges at hand with quantifiable data. Share these insights broadly to promote buy-in.
- Demonstrate why. After you build your strategy, share data with stakeholders to explain why changes are critical for reaching organizational goals.
- Identify advocates. Seek out individuals who will display model behaviors and encourage others to contribute to growth and sustainable performance. They can help determine who will be affected by change and how certain team dynamics may impede or accelerate progress.

Change within healthcare is no longer an option; it's a necessity for long-term viability. Make sure leaders make the essential mind shift, then build momentum for transformational capability.

—Adapted from "[Elevating Change Management: From Point Solution to Continuous Transformation](#)," by Tonia Breckenridge, Michelle Bright and Ryan McPherson, HealthLeaders, Oct. 14, 2019.

National News

Let us Bring the Experts to You

[Choice](#) is ACHE's tailored professional development series designed to close competency gaps and meet individual educational needs within your organization. Choice programming offers professional development that is convenient and with a cadence that works best for your group. These programs, categorized in a meaningful way, focus on topics that affect executives and leaders in the healthcare field. During the planning phase, you have options for who, what, where, when and how programs are tailored. Additionally, every program is led by a respected ACHE expert speaker, facilitator or author possessing a real-world perspective.

Whether you are interested in hosting a single or multi-day program, or already have existing leadership development but want to enhance your programming, let us know. Visit [ache.org/Choice](https://www.ache.org/Choice) or contact Catie L. Russo, program specialist, ACHE Department of Professional Development, at (312) 424-9362 or crusso@ache.org for more information.

Encourage Your Members to Apply for FACHE®

The importance of earning the distinction of board certification as an ACHE Fellow cannot be overstated. Encouraging your chapter members to take the next step in advancing their career by achieving Fellow status benefits their professional goals. It also benefits the healthcare management profession in general as it demonstrates a healthcare leader's competence, leadership skills and commitment to excellence in the field. The Board of Governors Exam is the final step on the journey to recognition.

Access Complimentary Resources for the BOG Exam

ACHE offers complimentary resources for Members beginning the journey toward board certification and the FACHE® credential. These resources are designed to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning.

The [Board of Governors Exam Outline](#) is the blueprint for the BOG Exam. Every question on the Exam is associated with one of the knowledge or skill statements found in this outline. The [Reference Manual](#) includes a list of recommended readings, test-taker comments and study tips. Additional resources include a 230-question [practice exam](#) and [answer key](#).

[FACHE overview webinars](#) provide a general look at the advancement process. Participants will learn how the FACHE credential can earn them the distinction of being the best of the best in healthcare management. The webinars cover the requirements, application process, BOG Exam, study resources and maintenance requirements. Plus, participants have the opportunity to ask questions about the advancement process. Additional resources designed to supplement other available study resources are available as well. These include the [Board of Governors Review Course](#), [Online Tutorial](#) and [Exam Study Bundle](#).

Recent Grads: Fellowship Opportunities at Their Fingertips

After graduating from a master's degree program, a postgraduate administrative fellowship can give students and early careerists the competitive edge needed to succeed in their career. A fellowship

enhances existing skills in a low-risk setting and provides valuable exposure to the healthcare management field.

The [Directory of Postgraduate Administrative Fellowships](#) is up-to-date, easy to use and free. Recent graduates can use it to review and apply for fellowships around the United States that interest them. Each listing includes application deadlines, the program description and instructions on how to apply. In addition, a variety of other resources are available at [ache.org/PostGrad](https://www.ache.org/PostGrad).

Find New Opportunities With ACE's Job Center

Did you know you can apply for healthcare management positions quickly and easily with [ACE's Job Center](#)? This member-exclusive resource allows you to search through nearly 1,800 open positions across the U.S. based on preferences such as location and desired salary. We also have internships and fellowships available to help students and recent graduates navigate new 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 offers a [Career Learning Center](#) to help you enhance your resume and leave a lasting positive impact during your next interview. To take advantage of these resources and more, visit [ache.org/JobCenter](https://www.ache.org/JobCenter).

ACE Announces Nominating Committee 2020 Slate

The ACE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 21 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 21. The 2020 slate is as follows:

Nominating Committee Member, District 1 (two-year term ending in 2022)

Peter J. Wright, FACHE
President
Bridgton (Maine) and Rumford Hospitals

Nominating Committee Member, District 4 (two-year term ending in 2022)

Jayne E. Pope, FACHE
CEO
Hill Country Memorial Hospital
Fredericksburg, Texas

Nominating Committee Member, District 5 (two-year term ending in 2022)

John G. Faubion, FACHE
President
Faubion Associates Executive Search
Glendale, Calif.

Governor (three-year term ending in 2023)

Joanne Carrocino, FACHE
President/CEO
Cape Regional Health System

Cape May Court House, N.J.

Governor (three-year term ending in 2023)

William P. Santulli, FACHE
Executive Vice President/COO
Advocate Healthcare
Oak Brook, Ill.

Governor (three-year term ending in 2023)

Michele K. Sutton, FACHE
President/CEO
North Oaks Health System
Hammond, La.

Governor (three-year term ending in 2023)

Nizar K. Wehbi, MD, FACHE
Deputy Director, Center for Health Policy and Assistant Professor
University of Nebraska Medical Center
Omaha, Neb.

Chairman-Elect

Carrie Owen Plietz, FACHE
Executive Vice President/COO, Hospital Division
WellStar Health System
Marietta, Ga.

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

Charles D. Stokes, FACHE
David A. Olson, FACHE
Chisun S. Chun, FACHE
Donald G. Henderson, FACHE
Carle-Marie P. Memnon, FACHE
David A. Stark, FACHE
COL Mark D. Swofford, PhD, FACHE
Michael O. Ugwueke, DHA, FACHE

ACHE Call for Nominations for the 2021 Slate

ACHE's 2020–2021 Nominating Committee is calling for applications for service beginning in 2021. 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 2 (two-year term ending in 2023)
- Nominating Committee Member, District 3 (two-year term ending in 2023)

- Nominating Committee Member, District 6 (two-year term ending in 2023)
- Four Governors (three-year terms ending in 2024)
- Chairman-Elect

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

- **District 2:** District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, West Virginia
- **District 3:** Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
- **District 6:** Air Force, Army, Navy, Veterans Affairs

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

Candidates for the Nominating Committee should only submit a letter of self-nomination and a copy of their resume.

Applications to serve and self-nominations must be submitted electronically to jnolan@ache.org and must be received by July 15. All correspondence should be addressed to David A. Olson, 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 2020–2021 Nominating Committee will be held on March 24 during the 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. 22.

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.

2020 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.



aramark.com/healthcare



baxter.com



bd.com



cardinalhealth.com



cerner.com



changehealthcare.com



ibm.com/watson/health/



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