

GLACHE

ACHE VISION:

Be the premier professional society for healthcare executives dedicated to improving healthcare delivery.

ACHE MISSION:

To advance our members and healthcare management excellence.

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Great Lakes Chapter
of the American College of Healthcare Executives

December 2015 / Volume 7 / Issue 4

PRESIDENT'S REPORT



Dear GLACHE Members,

Happy Holidays! It is hard to believe that 2016 is almost here. 2015 has been a very busy year for the Great Lakes Chapter and I would like to thank the GLACHE Board and Committee members for their time in

serving our chapter. The Great Lakes Chapter continues, through our education and networking opportunities, to be the premier professional society for healthcare leaders. The Education Committee organized 14 different Michigan-based events in 2015 that offered over 30 face-to-face ACHE credits.

In 2016, we will continue to focus on locally providing our members the ability to attend high quality education focused on the latest healthcare topics.

Please join me in congratulating Kevin Price, Katherine Coffield, David Zechman, Jeff Lemon and Martha Richard on being 2015 ACHE Service Award recipients, as well as Patrick Brillantes for receiving the 2015 Distinguished Service Award. The ACHE Recognition Program celebrates members' commitment to the healthcare management profession. Thank you all for the time and dedication to the ACHE and the Great Lakes chapter.

Kevin Price, FACHE, and Derk Pronger, FACHE, have been elected to serve as our new Chapter President and Chapter Vice President and will begin a two-year term in 2016. I am confident that they will provide exceptional leadership to the Great Lakes Board and the chapter members. We recently had GLACHE Board elections and would like to congratulate those elected for the 2016 and 2017 term:

- Ondrea Bates – Allegiance Health
- Dan Borton – McLaren Health Care
- Barbara Goodspeed – Mary Free Bed Rehabilitation Hospital
- Michael Breon – Spectrum Health
- Kimberly McVicar – Ferris State University

- Kira Carter-Robertson – Sparrow Health
- Patrice Hatcher – McLaren Health Care
- Kevin Price – Sparrow Health
- Derk Pronger – Munson Medical Center
- Marilyn Skrocki – Saginaw Valley State University

I would also like to thank Patrick Brillantes and Ray Breiding who will be ending their term on the GLACHE Board on December 31.

Finally, I would like to thank the ACHE Great Lakes members for allowing me to serve as the President of our chapter the past 2 years. It has been an honor to serve in this role and to have been on the GLACHE Board the past 6 years.

Have a safe holiday season and a wonderful new year!

Scott Newell, FACHE, Sparrow Health System
GLACHE President

REGENT'S REPORT



Improve the Health of Your Community

Many of you work in organizations that have a mission to improve the health in the communities where you live and work. If you are like me, this is core to the reason you pursued a career in healthcare—to provide services that help and heal. While the focus of our work is often on caring for the sick, we are increasingly striving to keep people well and help them avoid hospitalization as well as costly emergency room visits.

With a focus on health and wellness comes a responsibility to truly understand the populations we are serving. The projected increase in populations with chronic disease between now and 2025 is staggering. The percentage of individuals with hypertension, diabetes and cardiovascular disease as well as those who have had a heart attack or stroke will rise sharply during the next 10 years – in some cases growing more than 25 percent¹. Some research indicates that more than 50 percent of Americans over age 65 already have two to four chronic conditions².

In our roles, we must focus on helping community members stay healthy and take responsibility for their wellbeing. This involves understanding our community members and offering them tools and resources to take control of their health. This can take many forms, such as diabetes classes, home telemonitoring, supporting at-risk pregnant women and health aides in schools. Let's be part of the paradigm shift to health and take our roles beyond traditional healthcare.

We can help our community members get healthy, stay strong and enjoy a better quality of life. It's our responsibility and our privilege.

1. Dall T M et al. Health Aff 2013; 32:201302020 ©2013 by Project HOPE- The People-to-People Health Foundation, Inc.
2. Johns Hopkins Bloomberg School of Public Health analysis of Medical Expenditure Panel Survey, 2008

Christina M. Freese-Decker, FACHE, Spectrum Health System

Regent for Michigan & Northwest Ohio

EDUCATION REPORT

The GLACHE Education Committee would like to thank all of our members who have attended our events this quarter. We have held one two-day session, one networking event, one video simulcast, two panel discussions and the GLACHE Annual Meeting in Grand Rapids and Lansing, respectively. The two-day session was held on September 24, 2015 at the Amway Grand Plaza Hotel in Grand Rapids, MI. This session discussed hospital business intelligence with 39 attendees. A video simulcast was held on October 26, 2015. The video simulcast featured a keynote presentation by Nate Kaufman with viewership from hospital sites in Grand Rapids, Lansing and Traverse City. The Grand Rapids networking event was held on October 30, 2015 at Priority Health in Grand Rapids, MI. This event was geared towards the role of a payor in an integrated health system with 37 participants in attendance. The Lansing events were held on November 4, 2015 at the Lansing Center in Lansing, MI. These event included diversity in healthcare management and ethical leadership with 44 participants in attendance. The GLACHE has offered 30.0 local face-to-face credits in 2015. Please look out for additional educational opportunities and upcoming events in 2016.

September 24 - 25, 2015 (Grand Rapids)

- Developing and Deploying a Hospital Business Intelligence Strategy that Works (12.0 ACHE face-to-face credits)

October 26, 2015 (Video Simulcast)

- The Future is Already Here: Will You Jump or Get Pushed (1.5 ACHE qualified education credits)

October 30, 2015 (Grand Rapids)

- CEO Luncheon with Mike Freed: President & CEO of Priority Health (Networking Event)

November 4, 2015 (Lansing)

- Diversity in Healthcare: Value-added Business Sense (1.5 ACHE face-to-face credits)
- Ethical Challenges in Healthcare Leadership (1.5 ACHE face-to-face credits)

February 2016 (Saginaw)

- Healthcare Executive Career Management in a Web 2.0 Era (1.5 ACHE face-to-face credits)

- Career Positioning – Proactively Managing your Professional Development (1.5 ACHE face-to-face credits)

The Education Committee of the GLACHE is always looking for feedback on our programs and new ideas for educational sessions that we can bring to the healthcare leaders in Michigan. If you have any comments and/or suggestions, please feel free to email Kris Drake (krisdrk@gmail.com).

ARTICLES OF INTEREST

Improving Communication for Better Retention

Although compensation can be one reason why employees choose to leave a company, poor communication and ineffective management also are contributing factors. Improving the way in which you interact with your employees will strengthen their loyalty to you. Below are ways to sharpen your communication tactics.

- **Listen.** Don't plan your response to a conversation while speaking with an employee. Listen, then respond.
- **Free your schedule.** Information and input shouldn't only take place in casual conversations when briefly crossing paths with someone. Schedule regular appointments with employees for one-on-one discussions.
- **Be transparent.** When something occurs within your organization that affects your subordinates, inform them as soon as possible with all of the appropriate information. Don't withhold bad news for fear of lowering morale—instill trust by sharing all you know.
- **Remain consistent.** Don't promise one thing and act in a way that contradicts what you've said. Stay true to the promise you make to promote honesty and integrity.
- **Provide regular feedback.** No matter whether an employee's performance is good or poor, be upfront and honest and provide regular feedback. When performance can be improved, coach the employee on actions to take moving forward.
- **Step out of your office.** Email is an efficient and easy form of communication, but it isn't a substitute for one-on-one, personal conversations. Talk to your team face to face as often as possible to show you are paying attention to what is happening in the organization and that you care about their performance.

—Adapted from *Communication Solutions* October 2015 newsletter,
www.communicationbriefings.com.

Host a Successful Feedback Session

Feedback given during one-on-one employee meetings cannot lead to desired results without a proper plan in place. Keep in mind that the goal of feedback is not to criticize or praise, but to

influence behavior and come up with concrete solutions for improvement. Generate a positive outcome and strengthen your workforce with these strategies.

Evaluate your relationship. Think about how well you know the employee and whether the relationship has been formal or friendly. Reflect on the feedback you have given the employee in the past, and ask yourself whether you have thoroughly and clearly explained requirements, expectations and metrics for that person's role.

Plan the meeting. Construct an outline or schedule of topics and talking points you wish to cover in your meeting. This will allow the meeting to progress more smoothly and ensures you won't forget anything you hope to cover. Include positive and negative examples of behavior, and come up with suggestions for potential solutions. Be prepared to be flexible throughout the conversation. It might not go to the way you planned, and you need to be ready to change course based on the person's reaction.

Be firm but fair. Try to offer even negative feedback in a way that respects the employee. People tend to shut down when someone is heavily criticizing their behavior and performance. Don't sugarcoat the information, but try to add something positive to what you're trying to convey. A mistake can be sign of an employee's desire to do the right thing, and recognizing this will mold your feedback in such a way that makes it easier to accept.

Take responsibility. Make sure to stand behind your feedback. Don't speak for other people unless the situation requires it. This could perhaps be a group problem or an allegation of harassment. Blaming those above you will undercut the employee's respect for you and your position.

Give people time to reflect on your feedback. Do not expect employees to instantly accept your information and yield immediate results. Effective feedback shouldn't come as a complete surprise to the employee, but some people may need time to think about and process what you have told them. Listen to what they say; you might not agree, but showing that you hear them and appreciate their own feedback will increase your chances of a constructive outcome.

—Adapted from *Communication Solutions* October 2015 newsletter,
www.communicationbriefings.com.

ACHE WEBSITE RESOURCES

Each year the GLACHE strives to put together a line-up of high value education sessions that provide our members with critical information to make us more informed and position ourselves for future career success. One of the most requested topics from our members is professional development and career management. In addition to our GLACHE sessions focused on HR, the ACHE has many resources that members can utilize for career services, including ACHE's Career Resource Center and Job Center.

ACHE CAREER RESOURCE CENTER

In the Career Resource Center, there are resources that focus on career transition, mentoring and networking, coaching, students and early careerists, as well as a career management learning module. The direct link to the Resource Center is:

<http://www.ache.org/newclub/career/CARINT/intro.cfm>



ACHE'S JOB CENTER

The job center allows you to post your resume, receive job alerts for those positions matching your criteria, and to openly search for Healthcare jobs. In addition, you can also learn about resume review/critique services offered through the ACHE. The job center can be located at:

<https://www.ache.org/career.cfm>.

NATIONAL NEWS

Save the date for the 2016 Congress on Healthcare Leadership

ACHE's Congress on Healthcare Leadership brings you the best in professional development, exceptional opportunities to network with and learn from peers, and the latest information to enhance your career and address your organization's challenges in innovative ways. The 2016 Congress on Healthcare Leadership, "Leading Well," will be held March 14–17 at the Hyatt Regency Chicago.

More than 4,000 healthcare leaders attended the 2015 Congress on Healthcare Leadership. Join us in 2016 and be part of the dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides:

- Education on current and emerging issues
- More than 140 sessions of practical learning from healthcare's top leaders
- Opportunities to connect with your peers
- Career-enhancement workshops

The opening date for Congress 2016 registration and to reserve hotel accommodations is Nov. 11, 2015.

Apply for a Tuition Waiver

To reduce the ACHE educational programming barriers for ACHE members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program.

ACHE makes a limited number of tuition waivers available to Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Members and Fellows in career transition also are encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, with the exception of ACHE self-study courses—see quarterly application deadlines on the FAQ page of the tuition waiver application. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline.

If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or tsomrak@ache.org. For more information, visit ache.org/TuitionWaiver.

Call for Innovations

ACHE would like to invite authors to submit abstracts of their posters for consideration for the 32nd Annual Management Innovations Poster Session to be held at ACHE's Annual Congress on Healthcare Leadership. We are interested in innovations around challenges your organization has faced, such as in the areas of improving quality or efficiency, improving patient or physician satisfaction, implementation of electronic medical records and optimizing the use of new technology. All accepted applicants will be expected to be available to discuss their posters on March 14 between 7 a.m. and 8 a.m.; posters will remain on display from March 14–16, 2016, at Congress.

Please go to ache.org/CongressPosterSession for the full selection criteria. Abstracts should be submitted as an email attachment to PosterSessions@ache.org or lathey@ache.org by Jan. 19, 2016.

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 so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include the [Exam Online Community](#), [the Board of Governors Examination in Healthcare Management Reference Manual](#) and [quarterly Advancement Information webinars](#), are

designed to be supplements to other available Board of Governors Exam study resources, such as [the Board of Governors Review Course](#) and [Online Tutorial](#).

- The Exam Online Community is an interactive platform to learn and glean study tips from other Members taking the Exam. Participants can discuss Exam topics with experts and have the option to participate in study groups. Interested Members may join the Exam Online Community at bogcommunity.ache.org.
- 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. 10. Register online at ache.org/FACHE.

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. Encouraging your chapter members to take the next step in advancing their career 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. The minimum requirements to submit a Fellow application include: ACHE membership; a master's or other advanced degree; a healthcare management position with a minimum of two years healthcare management experience; three references from current Fellows (one of which must be a structured interview); and a copy of the Member's current job description, organizational chart and resume. Upon submitting the application, applicants have three years to complete the remaining requirements for advancement to Fellow.

Fellow applicants who successfully meet all requirements by Dec. 31, 2015, including passing the Board of Governors Examination, will be eligible to participate in the 2016 Convocation Ceremony at the 2016 Congress on Healthcare Leadership.

Direct your members to ache.org/FACHE to review all requirements and to apply.

ACHE Announces Nominating Committee 2016 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 12, 2016, 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 12. The 2016 slate is as follows.

Nominating Committee Member, District 1 (two-year term ending in 2018)

Stephen M. Merz, FACHE

Vice President and Executive Director, Behavioral Health

Yale-New Haven Hospital

New Haven, Conn.

Nominating Committee Member, District 4 (two-year term ending in 2018)
Ed Hamilton, FACHE
System Director, Strategy Development
INTEGRIS Health
Oklahoma City

Nominating Committee Member, District 5 (two-year term ending in 2018)
Kim A. King, FACHE
Founder and President
Strategy Advantage
Manhattan Beach, Calif.

Governor (three-year term ending in 2019)
John Botsko Jr., FACHE
Owner and President
BrightStar Care
Bonita Springs, Fla.

Governor (three-year term ending in 2019)
Michael J. Fosina, FACHE
President
NewYork-Presbyterian/Lawrence Hospital
Bronxville, N.Y.

Governor (three-year term ending in 2019)
Carrie Owen Plietz, FACHE
CEO
Sutter Medical Center, Sacramento
Sacramento, Calif.

Governor (three-year term ending in 2019)
David L. Schreiner, FACHE
CEO
Katherine Shaw Bethea Hospital
Dixon, Ill.

Chairman-Elect
Charles D. Stokes, FACHE
COO
Memorial Hermann Health System
Houston

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, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529) 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:

Diana L. Smalley, FACHE
Cheray T. Burnett, FACHE
Christine M. Candio, RN, FACHE
Brian C. Doheny, FACHE
John M. Hauptert, FACHE
Ted W. Hirsch, FACHE
Fred B. Hood, FACHE
CAPT Anne M. Swap, FACHE

ACHE Call for Nominations for the 2017 Slate

ACHE's 2016–2017 Nominating Committee is calling for applications for service beginning in 2017. All members are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee vacancies within their district.

Open positions on the slate include:

- Nominating Committee Member, District 2 (two-year term ending in 2019)
- Nominating Committee Member, District 3 (two-year term ending in 2019)
- Nominating Committee Member, District 6 (two-year term ending in 2019)
- 4 Governors (three-year terms ending in 2020)
- 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. Per the approval of the Governors Review Task Force Final Report by the Governors in November, the application to serve will be updated online by Jan. 1 2016. 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, 2016. All correspondence should be addressed to Christine M. Candio, RN, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

The first meeting of ACHE's 2016–2017 Nominating Committee will be held on Tuesday, March 15, 2016, 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, 2016, and candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 27, 2016.

To review the Candidate Guidelines, visit

<http://www.ache.org/newclub/ElectedLeadersArea/REGSERV/candguid.cfm>.

If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

JOIN OUR GLACHE LINKEDIN GROUP

We will be using this group to communicate on upcoming educational seminars and other networking opportunities.

GVSU HPGSA FACEBOOK CONNECTION

<https://www.facebook.com/#!/pages/Healthcare-Professionals-Graduate-Student-Alliance/252539474779235>

2015 BOARD MEMBERS

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An Independent Chapter of



This newsletter is assembled and published by:
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**The Great Lakes Chapter of the American College of Healthcare Executives
Statement on Diversity and Inclusion**

The Great Lakes Chapter of the American College of Healthcare Executives (GLACHE) embraces diversity within the healthcare management field and recognizes that diversity as both an ethical and business imperative. The GLACHE values diversity and initiatives that promote diversity because they can improve the quality of the organization's workforce. The GLACHE also values and actively promotes diversity in its leaders and members because diverse participation can serve as a catalyst for improved decision making, increased productivity, and a competitive advantage.

Further, the GLACHE works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity or disability because an inclusive environment can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the chapter's various activities and initiatives.

The GLACHE is committed to promoting diversity and inclusion through the following activities:

Within the Chapter organization:

- The Chapter Nominating Committee is charged with assuring that the chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership
- The Great Lakes Chapter will endeavor to consider Diversity and Inclusion in all of its undertakings and committee/sub-committee structures within the spirit and intent of ACHE's ethical statement and standards.
- Each standing Board Committee in the Great Lakes Chapter will add at least one diversity goal to its annual performance agenda.
- Pursuant to its bylaws, the Great Lakes Chapter will tender non-voting Board Membership seats to each student organization, representing each AUPHA Healthcare Administrative Program in its geographical area.

Within the healthcare management field:

- Conduct at least one chapter educational event annually on the topic of diversity and/or inclusion.
- Publish at least one chapter newsletter article on diversity and/or inclusion annually.
- The Great Lakes Chapter will continue to recruit early careerists/students, and endeavor to build collaborative relationships with those professional healthcare organizations that represent minority or under-represented professionals in its area.
- The Great Lakes Chapter will endeavor to build collaborative relationships with and recruit members from non-traditional sectors of healthcare in its area (e.g. health plans, medical equipment vendors, etc.)

Approved by the Chapter Board:

6/13/14
Date


Great Lakes Chapter President – Scott Newell