

GLACHE

**Great Lakes Chapter
of the American College of Healthcare Executives**

Dec 2016 / Volume 8 / Issue 4

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.

PRESIDENT'S REPORT



An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

Dear GLACHE Members,

President's Report

The holiday season is upon us and it is always a busy time for everyone with end of the year deadlines, holiday celebrations and planning for the year ahead. Make sure to take a little time to reflect on and celebrate your Team's accomplishments this past year. It is also a time when most of us enjoy some extra time visiting with family and friends. Enjoy each special moment.

The New Year is almost here and we can expect continued changes and challenges in health care, especially with the outcome of the recent election. The rate of change will continue at an accelerated pace and we all will need to keep abreast of what changes lie ahead and help our organizations prepare for it. As leaders, we have to prepare ourselves as well as our teams for continuous change. Keeping informed about ongoing changes in the industry, continuous learning and professional development are critical to being an effective leader.

Staying informed as a healthcare leader and building a network with other leaders are important benefits that the Great Lakes Chapter of ACHE can provide. Take advantage of the opportunity as a member of GLACHE to participate in educational and networking events to meet and share ideas with other leaders.

Watch your email for announcements about upcoming events. You can also check the GLACHE website regularly for program information once they become finalized.

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.

New Members

October

William Castle, Bad Axe
Sherline Jones, Grand Rapids
Leslie Jurecko, MD, Grand Rapids
John Simmerling, New Buffalo

November

Amy Bussott, Kalamazoo
Jan Driik, MD, Traverse City
Rosalie Glowney, Grand Rapids
Gabrielle E. Mindingall, Battle Creek
Michelle Rizer, Grand Rapids

Recertified Fellows

October

Edward G. Dornoff, FACHE,
Kalamazoo
Alfred E. Piloni Jr., FACHE,
Traverse City
Mark A. Santamaria, FACHE,
Alma

Recertified Fellows

November

Steven D. Berkshire, EdD,
FACHE, Mt Pleasant

Linda D. Buckingham, FACHE,
Lansing

Margo H. Francisco, FACHE,
Traverse City

Helen M. Johnson, FACHE,
Ludington

Derk F. Pronger, FACHE, Traverse
City

There are many opportunities to get involved in our Great Lakes Chapter. If you are interested in joining a committee (Education, Sponsorship, or Membership), please contact me at kevin.price@sparrow.org.

Kevin A. Price, MHSA, FACHE
GLACHE President
Sparrow Health System

REGENT'S REPORT



Message from Your ACHE Regent Fall 2016

Moral Leadership

One of the foundational elements of being a successful leader is living up to the highest moral and ethical standards. We lead teams of people who dedicate their careers to health and healing. Caring for people in their most vulnerable moments is a privilege and an honor, and comes with great responsibility, particularly for those of us in leadership roles.

Some refer to this as moral leadership, which is focused on serving rather than being followed. It involves a deep sense of morality, ethics and core values. Moral leaders tend to focus on developing the strengths of others rather than touting their own skills. There is no room for ego and power plays in this type of leadership.

Healthcare tends to attract individuals who have a desire to help others. I know that is what drew me to this industry. As leaders in healthcare, we must be the moral compass of our organizations, driven to do what is right each and every time for our patients.

I believe our team members have the same moral character and caring spirit. It is our job as leaders to help our teams overcome obstacles, build consensus and establish unity. Moral leadership is the bedrock of our actions. It is the basis for who we are as people and leaders. I challenge you to think about the shadow you cast and how you exhibit moral leadership in your day-to-day interactions. Refer to the [ACHE Code of Ethics](#) for more information and guiding principles about leading with a strong moral focus.

Christina M. Freese-Decker, FACHE
Regent for Michigan & Northwest Ohio
President
Spectrum Health Hospital Group
christina.freese@spectrumhealth.org

EDUCATION REPORT

Education Chair Report:

As I look back over the last year I'm very proud to say that GLACHE has offered some great programs for our members, students and potential members. The diverse programs sprinkled throughout the year in a variety of locations gave our members access to thought leaders in a variety of topics. Four executive luncheons focused on topics ranging from consolidation, leadership, cybersecurity and the role of higher education in health care. These programs continue to offer tremendous value to our members due to their low cost for the caliber of speakers. The education committee will look to find new executive speakers for next year, while continuing to offer these programs in various locations throughout Michigan. Our preliminary 2017 calendar will feature five of these luncheons, including one set for our friends in the Upper Peninsula. Our planned topics for panel discussions for next year include topics in: career development, becoming accountable, finance, inclusion and diversity, physician integration and disruptive innovation. We're also looking forward to future collaborations with groups like HFMA and HIMS as we bring in industry experts to speak on these topics while offering fantastic opportunities to network with your peers and meet new people. As great as this last year has been for our education series the team thinks next year will be even better.

Finally, I'd like to tell our group what a pleasure it has been to serve as education chair. Thank you to all our members for their participation in our programs. It was great to meet a lot of new faces and to catch-up with friends and colleagues. The education committee will be moved into the very capable hands of Pat Hatcher and Marilyn Skrocki for next year and I'm excited to see all the great offerings they will help bring to us. I look forward to continued service on the education committee and would offer that if any of our members would be interested in joining the committee to help plan logistics and help with day-of activities for our events please reach out to us. Have a happy holidays, we'll see you next year!

Michael Breon, MHA - Education Chair GLACHE

ARTICLES OF INTEREST

Articles of Interest

Q4

7 Ways Accomplished People Begin Their Morning Routine

Travis Bradberry, author of the best-selling book *Emotional Intelligence 2.0*, recently published an article on Forbes.com outlining seven early-morning habits people who want to be successful should adopt, summarized below.

1. **Drink lemon water.** The nutrients in lemon water improve physical and mental energy levels.
2. **Exercise.** Research has shown exercising can boost a person's energy as well as their outlook. Positive, energized people tend to get more done.
3. **Disconnect from technology.** Avoid jumping onto your phone before you even get out of bed. Texts, emails and social media alerts can clutter the mind.
4. **Eat a healthy breakfast.** There's a reason breakfast is called the "most important meal of the day." Eating a healthy breakfast can enhance short-term memory and concentration levels.
5. **Be mindful.** Many successful leaders begin each day by meditating. The quiet time allows the mind to focus, combat stress and be more creative.
6. **Set goals.** Setting specific, feasible goals helps leaders remain calm and productive in the face of a hectic workday.
7. **Say no.** It's important for leaders to honor their commitments, even if the commitment is to a quiet, work-free morning routine. People who can say "no" to taking on a new commitment that would encroach upon a previous engagement are less likely to overextend themselves.

—Adapted from "[7 Things Wildly Successful People Do Before 7:30 A.M.](#)," by Travis Bradberry, Forbes.com, Oct. 18, 2016.

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

Q4

Save the Date for the 2017 Congress on Healthcare Leadership

The American College of Healthcare Executives' Congress on Healthcare Leadership brings you the best in professional development, 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 [2017 Congress on Healthcare Leadership](#), "Discovering Possibilities & Opportunities," will be held March 27–30 at the Hilton Chicago/Palmer House Hilton.**

Join us in 2017 and be part of this dynamic, energizing event that draws the top healthcare leaders from across the nation and around the world.

This premier healthcare leadership event provides:

- Access to more than 150 cutting-edge professional development sessions
- Networking opportunities with more than 4,200 professionals from around the globe
- Innovative solutions from the nation's top thought leaders
- The latest tools and techniques designed to enhance your career

The opening date for Congress 2017 registration and to reserve hotel accommodations was Nov. 16.

Call for Innovations

Management Innovations Poster Session at the 2017 Congress on Healthcare Leadership

ACHE would like to invite authors to submit narratives of their posters for consideration for the 33rd Annual Management Innovations Poster Session to be held at ACHE's 2017 Congress on Healthcare Leadership. We are interested in innovations on issues affecting your organization that might be helpful to others, including improving quality or efficiency, enhancing patient or physician satisfaction, implementing electronic medical records, using new technology and similar topics. All accepted applicants will be expected to be available to discuss their posters Monday, March 27, between 7 a.m. and 8 a.m. and posters will remain on display March 27–29 at Congress.

Please go to ache.org/CongressPosterSession for the full selection criteria and submission instructions. Submissions will be accepted through **Jan. 17**.

Forum on Advances in Healthcare Management Research at 2018 Congress on Healthcare Leadership

ACHE would like to invite authors to submit proposals to present their research at the 10th annual Forum on Advances in Healthcare Management Research. This session will take place during ACHE's 2018 Congress on Healthcare Leadership, which will be held March 26–29, 2018. The senior author of each selected proposal will receive a complimentary registration to Congress.

Please visit ache.org/Congress/ForumRFP.cfm for the selection criteria and submission instructions. Submit your up-to-400-word abstract by **July 10**.

IFD, ACHE Alliance to Expand Healthcare Internships for Diverse Individuals

The American Hospital Association's Institute for Diversity in Health Management and ACHE have entered into a strategic collaboration to co-promote the Summer Enrichment Program, which is designed to grow and strengthen the pipeline of healthcare leaders from underrepresented groups. The SEP places diverse graduate students pursuing advanced degrees in healthcare administration or a related field in 10-week, paid internships at healthcare organizations. As of Oct. 31, 2016, hospitals, health systems and other healthcare organizations interested in hosting an SEP intern in 2017 can register at diversityconnection.org/SEP. IFD staff will work with organizations to match SEP students with host sites beginning in February. Internships generally will take place from June through August. The SEP will be administered by IFD and co-promoted by ACHE, primarily through ACHE chapters across the country.

For more information about the SEP or on becoming a host site, visit diversityconnection.org/SEP or contact Jasmin Clark, membership and educational specialist, IFD, at ifd-sep@aha.org or (312) 422-2658; Terra L. Levin FACHE, CAE, regional director, Division of Regional Services, ACHE, at tlevin@ache.org or (312) 424-9329; or Cie Armstead, director, Diversity and Inclusion, ACHE, at carmstead@ache.org or (312) 424-9306.

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 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, including passing the Board of Governors Examination, will be eligible to participate in the 2017 Convocation Ceremony at the 2017 Congress on Healthcare Leadership.

Access Complimentary Resources for the Board of Governors Exam

For Members starting on the journey to attain board certification and the FACHE® credential, ACHE offers complimentary resources to help them succeed so they can be formally recognized for their competency, professionalism, ethical decision making and commitment to lifelong learning. These resources, which include [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 *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. 8. Register online at [ache.org/FACHE](#).

List Your Postgraduate Fellowship With ACHE

ACHE would like to know if your organization is offering a postgraduate fellowship for the upcoming year. If so, we encourage you to add it to our complementary Directory of Postgraduate Administrative Fellowships at [ache.org/Postgrad](#).

As a healthcare leader, you know how crucial it is to attract and develop highly qualified professionals in your organization. Gain exposure and start attracting top-notch applicants by posting your organization's program on ACHE's Directory. You may add a new listing or update a previous one at any time by completing the Online Listing Form.

Questions? Please contact Liz Catalano, membership coordinator at (312) 424-9374 or email ecatalano@ache.org, Monday through Friday, 8 a.m. to 5 p.m. Central time.

ACHE Announces Nominating Committee 2017 Slate

The ACHE Nominating Committee has agreed on a slate to be presented to the Council of Regents on March 25, 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 25. The 2017 slate is as follows:

Nominating Committee Member, District 2 (two-year term ending in 2019)

Dolores G. Clement, DrPH, FACHE

Sentara Professor and Director, Dual Degree Programs, Department of Health Administration
VA Commonwealth University
Richmond, Va.

Nominating Committee Member, District 3 (two-year term ending in 2019)

Stephen J. Pribyl, FACHE
President
District One Hospital/Allina Health System
Faribault, Minn.

Nominating Committee Member, District 6 (two-year term ending in 2019)

Adam C. Walmus, FACHE
Austin, Texas

Governor (three-year term ending in 2020)

Anthony A. Armada, FACHE
Executive Vice President and Chief Executive, Western Washington
Providence Health and Services
Seattle

Governor (three-year term ending in 2020)

Nancy M. DiLiegro, PhD, FACHE
Vice President, Clinical Operations/Physician Services and Chief Clinical Officer
Trinitas Regional Medical Center
Elizabeth, N.J.

Governor (three-year term ending in 2020)

Sara M. Johnson, FACHE
Director, Executive Education
Indiana University School of Public and Environmental Affairs
Indianapolis

Governor (three-year term ending in 2020)

Edmund L. Lafer, MD, FACHE
Medical Director
Health Partners Plans
Philadelphia

Chairman-Elect

David A. Olson, FACHE
Chief Strategy Officer
Froedtert Health
Milwaukee

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:

Christine M. Candio, RN, FACHE
Richard D. Cordova, FACHE
Brian C. Doheny, FACHE
Ed Hamilton, FACHE
John M. Hauptert, FACHE
Kim A. King, FACHE
Stephen M. Merz, FACHE
RADM Anne M. Swap, FACHE

ACHE Call for Nominations for the 2018 Slate

ACHE's 2017–2018 Nominating Committee is calling for applications for service beginning in 2018. 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 1 (two-year term ending in 2020)
- Nominating Committee Member, District 4 (two-year term ending in 2020)
- Nominating Committee Member, District 5 (two-year term ending in 2020)
- Four Governors (three-year terms ending in 2021)
- Chairman-Elect

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

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

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

Candidates for the Nominating Committee should 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 Richard D. Cordova, 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 2017–2018 Nominating Committee will be held March 28, 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. 26.

To review the Candidate Guidelines, visit ache.org/CandidateGuidelines. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

2016 GLACHE BOARD MEMBERS

Kevin Price, MHSA, FACHE, **President**

Sparrow Clinton Hospital

Kevin.Price@Sparrow.Org

Derk Pronger, FACHE, **Vice President**

Munson Medical Center

dpronger@mhc.net

Dan Borton, FACHE, **Secretary**

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Steven Berkshire, EdD, FACHE, **Treasurer**

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Christina Freese-Decker, FACHE, **Regent**

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Michael Breon

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Kris Drake, FACHE

Trinity Health – Mercy Health

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Barbara Goodspeed

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Joe Klesney, FACHE

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Kimberly McVicar

Ferris State University

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Marilyn Skrocki, JD

Saginaw Valley State University

skrocki@svsu.edu

Student Liaisons:

Maria Dunneback

Grand Valley State University

Student President

maria.dunneback@priorityhealth.com

Stefan Kulak

Saginaw Valley State University

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Jacob Klaus

Central Michigan University

Student President

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Web: Greatlakes.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>

**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:

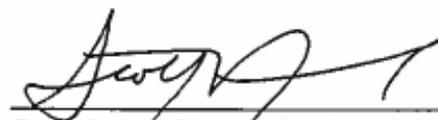
- The Chapter Nominating Committee is charged with assuring that the chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership
- The Great Lakes Chapter will endeavor to consider Diversity and Inclusion in all of its 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