Happy Spring! It’s been a long, cold winter. I’m looking forward to gardening and golf. The inconsistent Michigan weather has not hindered the hard-working MCACHE committees. These dedicated groups of volunteers are working to carry out our strategic goals and to provide our members with a rewarding experience.

First quarter offered many outstanding activities. In January, we had a breakfast meeting featuring ACHE’s Chairman-elect, David Olson. Mr. Olson gave an update on the organization’s strategic plan and the role of the local chapter.

In February, the Student Activities Committee sponsored its 13th Annual Job Shadow Day which links health service administration students to a health care executive. The Emerging Leaders sponsored a community activity at Focus Hope in which our volunteers assisted with the Food Service Program.

The Annual ACHE Congress on Healthcare Leadership was held in Chicago in March. Past-President, Nancy Susick had the honor of receiving our chapter’s “Award of Excellence and the Award for Sustained Performance.” These awards are given based upon performance standards for the following categories: education and networking; net membership growth; level of member satisfaction, and advancement of eligible members to fellowship status. Congratulations to the board and volunteers for making this happen.

On April 11, the Student Activities Committee hosted its second “Generational Diversity Program.” More than 100 people registered for this event. It was so enlightening to see the different thought perspectives between the Baby Boomer, Gen X, and Millennial. We can no longer do business as usual. Health care must become more innovative in its delivery. Thanks to the following board members for serving on the panel: Robert J. Yellan, Luanne Thomas Ewald, and Bryan Wickersham.

The board continues to focus on our 2018 strategic objectives: membership growth and satisfaction; education and networking opportunities; fellow advancements, and diversity and inclusion.

Welcome to our new members. I encourage your participation in our networking, educational, and volunteer activities. Consider joining a committee (information may be found on the MCACHE website-mcache.ache.org). Thanks to our board, volunteers, and sponsors.

What can we do to make your membership in MCACHE more rewarding? Please forward any suggestions or ideas to me at mcache@achemail.net.

I look forward to meeting you at our upcoming events.

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Dr. Mark Cockley, CMO, Mercy Health Physicians

By Erika Arndt

Dr. Mark Cockley started his career in the Navy as an electrician following completion of Naval Nuclear Power School. He was an instructor and supervising electrician at the U.S. Navy Nuclear Power Plant in Saratoga Springs, NY. Early in his career, Dr. Cockley was drawn to the ‘STEM’ (Science, Technology Engineering and Mathematics) pathway. The science-aspect strongly suited him and intrigued him for initial career pursuits.

He quickly realized, however, that this field did not provide enough personal interaction which led him to medicine. He returned to school for a Bachelor of Science degree followed by medical school – becoming an Internal Medicine and Pediatrics physician and practice owner.

Dr. Cockley embarked on the leadership path after starting his own practice in 2002 with one nurse, a receptionist and no patients. His practice flourished and he recalls the feeling that he would lose touch with the patients whom he had cared for over the years when his practice grew to 20 staff. This change in his practice model led to him wanting to help other providers who were experiencing similar challenges as care models evolved and patient contact and electronic documentation constraints were imposed.

In a time when providers were transitioning to the electronic medical records (EMRs) and pressed to see more and more patients, he thought, “I could stay here and help 8 to 9,000 patients a year or I could go and help hundreds of providers and touch the lives of their collective patients.”

That’s what lead Dr. Cockley into leadership opportunities in practice redesign, innovation, and process improvement so that he could “have a bigger influence on improving the quality of care in Ohio.”

Dr. Cockley is the current CMO of Mercy Health Physicians in Toledo. Reflecting on his career he lists three key lessons he has learned as a physician leader:

• Everything is always changing so you need to keep finding ways to improve.
• The way health care is now, as a provider, you cannot do it all yourself. Between patient care coordination, screenings, testing, etc. you need the help of a quality team to provide high-quality care and be comfortable with the people who do that.

• As a provider, you’re not going to learn everything out of training so you need to continuously seek process improvement and knowledge from those around you.

Dr. Cockley recognizes that change management is key and that means understanding your audiences – providers, patients, staff members, etc. – and the unique messaging for each audience. As a physician leader, he would advise early careerists in physician leadership to:

• Have confidence in your ability and vision – to know what you are passionate about
• Have strength in convictions – you cannot be timid or you will be overcome by those with a lot of experience
• Be creative and innovative, realizing you will have to stick your neck out some
• Realize that you are going to make mistakes – you cannot always be right and learn how to recover from that

As MCACHE expands our programming focus to encompass physician leader development, Dr. Cockley advises the organization on key areas of importance, including:

• Population health management – what can we do practice-wide to impact the greater populations we serve
• How to use the EMR better for means of communication and providing alternative care settings, such as through video visits and asynchronous online visits
• Change management – how to lead and combine the business aspect of health care with the medicine aspect
• New concepts for reimbursement and the model of indirect compensation
• Best practices in achieving the triple aim.
**MCACHE chapter receives excellence awards**

On behalf of The Midwest Chapter of the American College of Health Care Executives, Nancy Susick, FACHE immediate past president, received the 2018 Award for Chapter Excellence during the Congress on Healthcare Leadership, March 27 in Chicago. MCACHE was one of only two chapters to receive this award for outstanding accomplishments in three (noted with an asterisk) of four of the following Performance Standards:

- Education and Networking Performance*
- Net Membership Growth
- Level of Member Satisfaction*
- Advancement of Eligible Members (advancement to Fellow)*

The MCACHE Board would like to thank Nancy Susick, FACHE for her leadership as 2017 President as well past years of leadership support for our organization. The board would also like to express its gratitude to all the MCACHE members for completing the annual ACHE survey, for attending the MCACHE programs, and for attending the networking sessions. Without your active participation, this award would not have been possible.

(Note that the 2018 ACHE survey will be coming out again soon so your support is again needed and appreciated.)

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(1 to r) Bryan Wickersham, Derk Pronger, FACHE, Dan Cook, Tom Lanni, FACHE, Chris Stesney-Ridenour, FACHE, Dave Claeys FACHE, Nancy Susick, FACHE, Almir Karamovic, and Corinne Havey

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**Thank you...**

“The MCACHE funding allowed me to participate in the ACHE Congress, one of the most comprehensive learning and career growth opportunities in my graduate school experienced. Not only did I learn about relevant health care topics, but I also connected with many leaders and fellow health care professionals of different level and regions. I gained a much better understanding on both my early career development and subject matter knowledge in areas I am interested in. It is an honor for me to receive the support from MCACHE to attend the ACHE congress which was an overall amazing experience.”

-Bill Zhang

Recent graduate

U of M School of Public Health
Generational differences in the workplace

By Caitlyn N. Hakim

Baby Boomers still want to communicate by phone calls, GenXers prefer e-mail, Millennials want to text and GenZ want only to text or use snapchat. Generational differences in today’s workplace was the topic of Dr. Bonnie Clipper, vice president, Practice & Innovation, American Nurses Association, at a MCACHE event April 11.


Each generation had a defining moment, according to Dr. Clipper. Baby Boomers had the Vietnam War, GenXers had the Challenger space shuttle disaster, Millennials had 9/11 and GenZ/iGen had school violence and political issues.

In general, Baby Boomers are considered to be optimists, Gen Xers are skeptics, Millennials are realists, and Gen Zs are considered to lack permanence.

Society is rapidly transforming, therefore, the world must adjust to the cultures of the younger generations because they will be the future organizational leaders, stated Dr. Clipper. Due to generational differences, it is essential for leaders to reflect on the characteristics and attributes of the newer generations to identify their strengths and to seek methods of adapting these strengths into workplace, she added.

Baby Boomers and GenXers must determine how to recruit and retain the younger generations, while nurturing these future leaders.

“We can capitalize on the Millennials realism and creativity in entrepreneurship to open doors to innovation,” Dr. Clipper said. “It is vital to engage Millennials in a meaningful way, making them feel valued in order to have continuity.”

Dr. Clipper stated that Baby Boomers and GenXers have played a role along with technological advancement in the molding and attributes of Millennials and Gen Zs.

Joining Dr. Clipper at the event was a panel comprised of multiple generations. Robert Yellan, FACHE, principal, Robert J. Yellan Healthcare Consulting, representing Baby Boomers; Luanne Thomas Ewald, FACHE, CEO Children’s Hospital of Michigan – Detroit Medical Center, representing GenX; and Bryan Wickersham, administrative fellow, Beaumont Health representing Millennials.

Yellan offered the Baby Boomer perspective regarding technology. While technology has changed the way people interact, we, as a society, must not lose sight of face-to-face interaction, he said. The panelists all agreed that technology should be utilized to its potential for convenience, while maintaining a balance in interpersonal communications.

Ewald’s GenX perspective involved an organization’s need to adapt versus trying to change the younger generations. A leader must take a risk and think outside the box by seeking a diversified employee during the hiring process. This avoids stagnation, and opens the door to transformation and innovation.

Wickersham suggested that the perception that Millennials are impatient is misinterpreted. Millennials, he said, prefer to see things move at a much more rapid pace and are more in tune to innovation. Current methods practiced over the years have become stagnant. He suggested that others would be able to succeed and produce outcomes if they were actually exposed to diverse methods of teamwork and interaction in regard to meetings and projects in the workplace.

Dr. Bonnie Clipper has served as a chief nurse executive for nearly 20 years. Find out more on Dr. Clipper from her Twitter Leadership Feed @ThoughtleaderRN and her book, The Nurse Manager’s Guide to an Intergenerational Workforce.

continued on page 5
Generational differences
continued from page 4

Those attending the April 11 MCACHE event learned about generational differences and received tips on how to incorporate each generation’s strengths in the workplace.
Did You Know?

CareerEDGE is a complimentary resource that is part of your ACHE membership

Whether you’re considering a job change, hoping to advance to the next level or redirecting your career, CareerEDGE can bring value to your career development through:

• Taking assessments
• Reading expert career tips
• Clarifying goals
• Developing a strategic career plan
• Identifying mentoring and/or coaching resources
• Reviewing guidelines on conducting career conversations with others

ACHE’s CareerEDGE Framework is a dynamic tool designed to help you develop a reality-based career plan and achieve your career goals. It’s an easy-to-navigate, one-stop source providing a wide variety of resources focused on your success.

The CareerEDGE framework takes you through three steps:

Step 1: Career Goal – First, establish or refine your career goal.

Step 2: Discovery – Complete insightful exercises and assessments that will help you better understand yourself and what is expected of you in the job market.

Step 3: Career Plan – Finally, create a comprehensive and strategically oriented career plan based on what you discovered in steps 1 and 2. You can view sample career plans under the Career Development Resources tab in the menu bar.

How you choose to use CareerEDGE is up to you. You will benefit the most by going through the process step by step, but you can also skip to the tools that most appeal to you. Either way, you can work at your own pace.

CareerEDGE is a powerful coaching tool. This will require the commitment of some time for thoughtful reflection on important questions but in the end, you will have asked yourself the right questions and developed a career plan that gives you an edge.

Remember, CareerEDGE is a complimentary resource for members and fellows of ACHE. Make this one of a kind tool a key part of how you give your career an edge in the ever-changing health care marketplace.

Visit www.ache.org/CareerEDGE to learn more or contact ACHE’s Career Resource Center at CareerEDGE@ache.org or (312) 424-9375 with questions.

Opportunity for early careerists

In early fall, MCACHE will be offering a competitive opportunity for one Early Careerist to attend the ACHE’s “Leaders Conference” the Spring of 2019. The Leaders Conference is designed for emerging health care leaders interested in boosting their leadership potential and career trajectory. This highly interactive two-day program features team-building exercises, insightful personal assessments, leadership coaching, individual leadership action plans, and opportunities to network and share best practices with other forward-thinking health care leaders.

The MCACHE competitive process is open to early careerists (as defined by ACHE under the age of 40 years) who are MCACHE members and are active on a MCACHE committee as acknowledged by a letter from their committee chair.

More details to follow in the fall. Any questions please feel free to reach out to Emily Moorhead (emoorhea@dmc.org)
Unlocking the power of multidisciplinary teams
Teams to enhance the delivery of health care

By Caitlyn N. Hakim

Samuel Hammerman, chief quality officer, Select Medical, served as the guest speaker at MCACHE’s quarterly education program that looked at the relationship of teams within the health care setting.

Panel guests included Leland Babitch, president & CEO, MPRO, and Shon Dwyer, executive director, University Hospital and Frankel Cardiovascular Center, Michigan Medicine. Bryan Cutliff served as moderator.

This event focused primarily on the science of teams and how physician engagement and the bedside team are key to success in the health care industry. Additionally, Dr. Hammerman recommended the book, Culture Code by Daniel Coyle who writes that the fundamental equation for building a culture is: Build Safety + Share Vulnerability + Establish Purpose = Builds Culture.

Building safety involves showing value by ensuring everyone is taken into account and has the opportunity to speak. In order for a team to be invulnerable, vulnerability must be revealed to show humanity. In turn, teams establish trust and connection, creating a safe place to converse. Last, but not least, to establish purpose, the group must be consistently reminded of the common goal, setting priorities and clearly voicing, “Where we came from, who we are, what we do, what we stand for.”

All team members must know practice and collectively pursue the common goal(s) at hand to increase reliability and create a “culture of safety.” It is essential for leaders to support staff development, engagement, innovation, and satisfaction by remembering to share the work, credit, enthusiasm, information, along with love, care, and concern.

The key takeaways from the panelists was an emphasis on the significance of building teams that work collaboratively in hospitals. Teams are a vehicle for implementation of evidence-based guidelines and protocols. Physician champions lead teams, while members manage the processes collaboratively. These processes will result in attaining key metrics, and overall, aligning with the goals of best practice and patient-centered care.

Panel members also stated the significance of optimizing team performance, and they said it is important to remember that there is always room for improvement within an organization, even when targets have been reached.

Dr. Hammerman concluded the event stressing the importance of executive leadership support, especially from the organization’s president/CEO. Leadership support is crucial in order to accomplish goals.

MCACHE 2018 President Dr. Gwendolyn Parker, Bryan Cutliff (Moderator), and panelists Dr. Leland Babitch, Shon Dwyer, and Dr. Samuel Hammerman at the MCACHE quarterly educational program.

MCACHE members Tayler Thelen, Caitlyn Hakim, Branden Hill
Regent’s Report

Derk Pronger, FACHE

2018 Congress on Healthcare Leadership Takeaways
Thank you to all who attended this year’s Congress on Healthcare Leadership. I appreciated spending time with both the MCACHE and GLACHE members. A few takeaways from Congress:

• ACHE Overview 2018 is now available on http://www.ache.org/abt_ache/general_info.cfm
  This video was shown during the recent Congress on Healthcare Leadership and it describes the many ways ACHE has served members during the past year.

• Congratulations to all New Fellows! The Eighty-Fourth Convocation honored all new fellows recognized for advancement in 2017. Check out the website to see who advanced. www.ache.org/membership/credentialing/Convocation_web.pdf

• ACHE Award for Sustained Performance – Presented to MCACHE, awarded for the fifth consecutive year!

Educational and Networking Opportunities
The educational and networking opportunities provided by the GLACHE Education and MCACHE program committees are some of the best in the country. Both chapters excel when compared to other chapters nationally in both programs offered and attendance. Each chapter’s committee plans a year in advance for most events, always reflecting the interests of their membership in developing programs that are current and relevant.

GLACHE and MCACHE have worked together to provide face-to-face credit programs to their members without having to leave our region. In September, both chapters will be sponsoring a 12 ACHE face-to-face credit program entitled, “Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environ-
ments.” GLACHE’s and MCACHE’s sponsorship of this program has significantly reduced the normal registration fee of $1,530 to $765 if ACHE members register before June 29 – a great value for our members! To register for this program or to check out the other great program offerings go to their websites- http://mcache.ache.org/events/ https://glache.org/events

2018–2019 National Awards Process
ACHE is now accepting nominations for its three most prestigious awards, and I would like to encourage you to consider nominating outstanding executives.

• The Gold Medal Award is the highest honor bestowed by ACHE. It recognizes an ACHE Fellow who has made significant contributions to the health care profession.

• The Lifetime Service and Achievement Award recognizes a Life or Retired Fellow for significant contributions to advance the health care management profession and ACHE.

• The Robert S. Hudgens Memorial Award for Young Healthcare Executive of the Year recognizes an early careerist Fellow for outstanding achievements in the health care field.

The nomination deadline for the Lifetime Service Award and Robert S. Hudgens Memorial Award is July 16, 2018. The nomination deadline for the Gold Medal Award is Aug. 17, 2018. Award winners will be recognized in March 2019 during the Congress on Healthcare Leadership in Chicago. For full details on the nominations process, criteria for each award, and past recipients, visit the Awards section at http://www.ache.org/abt_ache/awards/index.cfm or contact Gerard J. Berish at (312) 424-9323 or gberish@ache.org.
Job Shadow Day tops its participation goal

The Student Activities Committee (SAC) coordinates an annual Job Shadow Day for current graduate students attending Eastern Michigan University, Oakland University, Siena Heights University, University of Detroit-Mercy and the University of Michigan.

This event is an opportunity for students to shadow a health care executive for a day to learn more about their organization, their daily operations and the executive’s role and responsibilities. The executive gains working knowledge of the student’s personal goals and can help make a difference in their career path.

The 2018 SAC goal was 45 students, which was met and exceeded with 50 graduate students, as well as 50 executives participating in this year’s Job Shadow Day. There were many levels of leadership involved, from presidents to directors, and the SAC would like to thank them for sharing their time and talents to this worthwhile event.

Following each scheduled shadow day, both the student and executive were asked to complete an electronic evaluation to rate the program and provide feedback about their experience. The SAC is proud to announce an increase in satisfaction in the Student Program Coordination and Student Overall Experience, both coming in at 94%. These numbers were 52% and 71% respectively in 2017.

The SAC strives to continually improving this event, and if you have not been involved in the past, please consider participating in the future.

We appreciate all executives who have been involved, as well as the committee members who work hard to make it happen. Job Shadow Day is held each February, so mark your calendars and be on the lookout for 2019 details.

2018 ACHE Congress challenges to ‘be part of something bigger’

More than 4,000 health care leaders from around the globe attended the 2018 Congress on Healthcare Leadership where they learned from renowned experts and networked with peers.

ACHE members who were unable to attend the conference can access key presentations by visiting the 2018 Multimedia Presentations to watch these and other general sessions. Note that the 2019 Congress is set for March 4-7, 2019.

2018–2019 Chairman’s Remarks
David A. Olson, FACHE
Senior Vice President, External Relations/Chief Strategy Officer, Froedtert Health

Tuesday Hot Topic Session #1: American Hospital Association Federal Legislative and Policy Update
Thomas Nickels
Executive Vice President, Government Relations and Public Policy, American Hospital Association

Malcolm T. MacEachern Memorial Lecture and Luncheon
Peter J. Pronovost, MD, PhD, FCCM
Senior Vice President, Clinical Strategy, UnitedHealthcare
“Patient Safety Is Everyone’s Job”
Welcome new members!

March
Rachelle M. Byrne
Kelly Collins
Leah E. Davis
Kathleen M. Donigan
Edith J. English
Marty M. Gray
Syed M. Hussain
Raja Issa
Anton Ivezaj
Amanda Kerr
Danielle Larson-Jaramillo
Michelle McClay
Marie B. Reinman
Kimberly D. Schreiner
Hisham Valiuddin, DO

April
Melissa Barrow
Greg Braylock, Jr.
Chad Fife, CPA
Keith Fraidenburg
Renee Heery
Kristine E. Hetzel
Jonathan Maner

May
Russell Armstrong
Kathleen M. Krueger
Frank J. LaPoint
Kelsey Vasovski, MHA

Fellows
March
Daniel L. Barbee, FACHE
Cynthia A. Elliott, RN, FACHE
Susan Hawkins, FACHE
Mary K. Martin, FACHE
Michael Nanzer, FACHE

April
Kimberly Russell, FACHE

Members who passed the Board of Governors Exam
David J. Gaffney, FACHE
Shanna Johnson

Mark your calendar....

Urban Farming with Keep Growing Detroit
June 2, 1 to 4 p.m.
Downtown Detroit (check http://mcache.ache.org/events/ for exact location)

Volunteers will perform generic farm work: transplanting, weeding, planting and harvesting. Gloves and tools will be provided. Please bring a full, reusable water bottle. Work will be done rain or shine so wear appropriate clothes.

Henry Ford Innovation Institute – “Extra Terrestrial Innovations”
June 5, 5 to 8 p.m.
Henry Ford Innovation Institute
2799 West Grand Blvd, Detroit

5:00 – 5:30 p.m. – Registration and networking
6 – 8 p.m. – presentation
Cost: $15 MCACHE Members/$20 Guests
REGISTER at https://conta.cc/2HgdTEP
Refunds available only for cancellations emailed to mcache@achemail.net 10 days prior to the event and registration fees cannot be applied to future programs.
Select Medical began operations in 1997 and has grown to be one of the largest operators of long term acute care hospitals, inpatient rehabilitation facilities, outpatient rehabilitation clinics and occupational health centers in the United States based on the number of facilities. As of December 31, 2017, Select Medical operated 100 long term acute care hospitals in 27 states, 24 inpatient rehabilitation facilities in 10 states and 1,616 outpatient rehabilitation clinics in 37 states and the District of Columbia. Select Medical’s joint venture subsidiary Concentra operated 312 occupational health centers in 38 states. Concentra also provides contract services at employer worksites and Department of Veterans Affairs community-based outpatient clinics. At December 31, 2017, Select Medical had operations in 47 states and the District of Columbia. Information about Select Medical is available at www.selectmedical.com.
Thanks to all of our MCACHE sponsors

Diamond Spotlight

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Gold Sponsors

Silver Sponsors

Bronze Sponsors
MCACHE provides a local forum for the open exchange of information and viewpoints. In doing so, we help enhance the decision-making expertise and professional growth of the professionals with a major responsibility for healthcare management in southeastern Michigan and northwest Ohio – all while promoting the mission of the American College of Healthcare Executives (ACHE).

Contact MCACHE at:
mcache@achemail.net

FOLLOW MCACHE ON:

We want to hear from you…

If you have suggestions or story ideas for the Newsletter, please contact:

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