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## ***MHEGA President's Message***

**How are the economic times impacting *your* organization?**

**by**

**Robert Yellan**

**President, Huron Valley-Sinai Hospital**

### **TAKE A HARD LOOK – AND PERHAPS OFFER SOME ADDED HELP TO YOUR STAFF**

The economic situation across southeast Michigan is in the news nearly every day. From rising interest rates and gas prices to layoffs and plant closings, we're facing the realities of a challenging economic environment.

But are we facing that reality within our own health care organizations?

We know these issues face our community-at-large and, closer to home, our patients. Some of us have seen spikes in scheduled surgeries and procedures, as workers rush to get elective care before losing their health care coverage. At the same time, we see an increase in patients who have already lost coverage as their COBRA extension has run out.

Looking even closer, though, it's obvious that these economic times challenge our employees as well. We don't operate in a vacuum in health care; each of us is very much affected by what is swirling around us.

Southeast Michigan has not benefited from the national economic expansion of the last few years, so it is incumbent on us to think about – and try to better understand – how our health care families are being influenced.

In many of our organizations, our employees and volunteers wonder what the impending closure of automotive plants will mean to them. Many have spouses and friends who are long-time employees in those plants, so they have taken the news very personally.

As health care executives and leaders, we must be sensitive to how these changes impact those we work with each day. Do you have employees whose spouses have lost their jobs? What special needs might they have? Will they be forced to leave the area to find new jobs? Take a moment to consider how they might be affected – because in many ways, it also affects your organization.

What can we do as individuals – and as leaders? Offer a little extra support to your staff and others around you who might be directly affected by the economy. Make sure your Employee Assistance Programs (EAPs) are updated and available, and consider whether to intensify the EAP programs you offer. Recognize the additional stress your employees are under. Provide appropriate time off. Most important, be a little extra gentle with your healthcare families.

Now more than ever, this is a time to be approachable and compassionate. The business we're in demands personal attention and kindness, so offering that same attitude and perspective to our employees, volunteers and physicians can only make us more sensitive, effective organizations.

## **Welcome to our new members!**

It's exciting to see new faces at our membership meetings and educational programs. Please recognize these new Michigan and Ohio members to our organization and help them to feel welcomed.

### **MICHIGAN**

Linda Alexander, Director of Strategic Initiatives, Detroit Medical Center, Detroit

David Campbell, Partner, TRG Healthcare, Southfield

Madonna Draughn, Administrative Director, Children's Hospital of Michigan, Detroit

Maureen A. HooSang, Director of Patient Services, DMC–Hutzel Women's Hospital, Detroit

Dianna Jackson, Administrative Director of Diagnostic Services, St. John Detroit Riverview Hospital, Detroit

Thomas Kochis, Division President, Oakwood Annapolis Hospital, Wayne

Benjamin Miles, Six Sigma Black Belt, St. John Health, Warren

Alice Mosley, Student, Davenport University, Detroit

Joseph Scallen, Jr., Senior Vice President and Chief Financial Officer, Mt. Clemens General Hospital, Mount Clemens

## **OHIO**

Brandon Bohland, Student, Bowling Green State University, Bowling Green

Jeffrey Rohdy, Business Manager, Surgical Services, The Toledo Hospital, Toledo

## **2006 Committee Chairs**

Following are your 2006 MHEGA officers and committee chairs. See an area that interests you? Contact the appropriate individual and offer your assistance. You're guaranteed to make a difference in our organization – and the lives of our members.

### **Officers:**

Robert Yellan, President 2006-2007  
President, Huron Valley-Sinai Hospital

Gene Michalski, President-Elect 2008-2009  
Senior Vice-President & Director, Beaumont, Troy

Don McKay, Treasurer/Secretary 2006-2007  
Partner, McKay, Turbow Accountants

Joe Tasse, Past President, 2003-2005  
President, St. John Macomb Hospital

### **Committee & 2006 Chairs:**

Bylaws Committee  
Don Potter, Consultant

Career Development Committee  
Ellie Heinrich, President, Heinrich, Casey & Associates

Communications Committee  
Leslie Fleming, Director of Marketing and Public Relations, Huron Valley-Sinai Hospital

Golf Committee  
Julie Heintz, Marketing Manager, ACS Healthcare Solutions

Membership Committee

John Green, President, The Aegis Group, Search Consultants

Nominating Committee

Robert Yellan, President, Huron Valley-Sinai Hospital

Program Committee

William Scheuber, Admin. Prof./Support Services, Botsford General Hospital

Student Activities Committee

Mary O'Shaughnessey, University of Detroit-Mercy

**Regent:**

Regent & Chair of MHEGA 2006

Mike Slubowski, Executive Vice-President Eastern Division, Trinity Health

**The Value of a MHEGA Membership**  
***Join or Renew Now!***

Our recent programs have touched on significant strategic issues in health care, not to mention providing ACHE Category I and II credits. Clearly, MHEGA is both contemporary and relevant to the work you do.

With some 400 health care executives and associate members, new (and renewing) members will enjoy excellent networking, professional development and mentoring opportunities with MHEGA.

You can renew your membership online via our website at <http://mhega.ache.org> and send a check for \$50 payable to "Michigan Healthcare Group and Associates" to:

MHEGA

22732 Alger Street, Suite 200

St. Clair Shores, MI 48080

If you're already a member, encourage your colleagues to join or bring them to the next MHEGA event. Please spread the word about MHEGA – and our valuable programs!

***LOCAL NEWS***

**Job Shadow Day gets rave reviews**

More than two dozen students from three local universities spent a day learning first-hand about the integral role of health care executives – giving rave reviews to MHEGA's third annual Job Shadow Day.

A total of 29 students were matched with MHEGA members and health care executives to take a fascinating peek behind the curtain of health care management. The event was scheduled by the Student Activities Committee.

Students included 13 from The University of Detroit – Mercy; six from Sienna Heights University, and 10 from The University of Michigan. The students were all graduate students majoring in health services administration; the matching executives range from director level to president and CEO.

And the feedback?

“She did a great job,” student Tyra Tomlin says of her mentor, Katherine Adler, MSA, CHE, Director of Adult Clinical Services for Harper University Hospital. “She was excellent, very warm and friendly. She shared great experiences with me as we talked.”

Tyra met with various directors within her areas of interest. “She really had me network,” she added.

Student Yvonne Newell was matched with Chad Grant, Vice President, Children’s Hospital of Michigan (CHM). She reviewed paperwork, sat in on meetings and asked plenty of questions about the executive roles at CHM.

“He was very down to earth,” she says. “I learned about the responsibilities of a hospital administrator and saw all the classwork actually being used on the job. It was great.”

MHEGA members also ranked the experience high on their evaluations, paving the way for a fourth annual program next year. Watch the newsletter for more details.

Meanwhile, our thanks to the committee for putting together the program this year, including: John Fick, program director at Sienna Heights University; Jim Fitzgerald, representative of The University of Michigan; Mary O’Shaughnessey, co-chair of the Health Services Administration Department and assistant professor at The University of Detroit – Mercy; and Mason Dixon, administrative fellow, St. John Health. Also helping were Kyle Buchanan, secretary of the Student Chapter at The University of Michigan, and Debbie Reinheimer, corporate director of Public Relations, St. John Health.

## **Review: April 6 “Performance Transformation” Program**

Raising performance effectiveness in health care organizations poses unique challenges. Yet across Michigan, health care organizations have discovered that managing by measurement can improve profitability while improving quality outcomes.

MHEGA members learned the steps toward improving performance during the April 6 program, “Performance Transformation: Using Various Six Sigma, Work Out, Change Acceleration Process and Lean Methodologies.” Ben Miles, Master Black Belt and Project Team Leader at St. John Health, moderated the event, while two MHEGA executives shared their experience in transformational process improvement initiatives.

David Spivey, President and CEO, St. Mary Mercy Hospital, demonstrated how St. Mary Mercy Hospital evolved with Six Sigma. Steve Velick, ASI Consulting Group, offered the unique perspective

of a former successful hospital executive and now Healthcare Practice Leader on the application and integration of quality improvement tools.

The reasons to change are not only multiple – they’re immediate. Today’s consumers expect enhanced patient and caregiver safety, while internal pressures demand higher cost savings and satisfaction scores. Perhaps more important, the panelists noted, performance transformation is simply the right thing to do.

Both presenters stressed that to be effective, this must move beyond simply an internal educational campaign. It means true cultural change. “Systems-based Quality practice is not just a problem-solving methodology,” Velick explained. “To be truly successful, it needs to be part of the DNA of an organization.”

Spivey said the vision of Six Sigma supported cultural change at St. Mary Mercy Hospital by establishing expectations of real and sustainable improvements and by helping to reduce the tendency to jump to solutions or assess blame. It also brought process improvement tools to the clinical arena while benefiting the bottom line.

“What we’re doing isn’t magic,” he said of St. Mary’s experience. “We took some of our best people, provided them with a set of tools for a disciplined approach, exposed them to our biggest financial challenges and helped remove barriers.”

Spivey said the effort requires strong executive support – and a willingness to learn from mistakes. The St. Mary Mercy project applied improvement methodologies – such as Six Sigma and Lean – and focused on infusing knowledge across the hospital as well as transitioning roles.

“It’s a cultural transformation that is patient-centered, employee-driven and focused on operational excellence,” he explained. The resulting culture better understands core business systems and allows more effective decision-making based on data and customer needs.”

Velick described the system as allowing organizations to take the next step in Quality Improvement.

“It means abolishing the culture of blame,” he said. “This creates a form of dialogue and collaboration between clinicians and managers that is a new collaborative culture of safety and excellence.”

He stressed leadership’s role in supporting the initiative: empowering employees, dedicating resources and integrating the initiative into daily operations. He also touched on the importance of LEO – Listen, Enrich, Optimize – based on the book, “The Ice Cream Maker” by Subir Chowdhury. LEO involves everyone, not just executives, and calls for training, tools and methods that focus on the needs of the customer, not the organization.

The American College of Healthcare Executives awarded 1 Category I (ACHE education) credit hour to this program.

**Thanks for the Surveys ...**

A special “thank you” goes to all of the MHEGA members who completed the Member Satisfaction Survey on the MHEGA Chapter. Your feedback is encouraging to us! More importantly, it helps ensure that MHEGA provides programming and activities that are both current and beneficial.

If you have any specific comments or feedback outside of the survey, please feel free to contact an officer or appropriate committee chairperson.

## ***UPCOMING EVENTS***

### **Save the date!**

## **MHEGA Fall Meeting and Golf Outing Friday, Sept. 29, 2006**

*St. John’s Golf & Conference Center  
44045 Five Mile Road  
Plymouth, MI 48170*

Mark your calendar so you don’t miss this year’s MHEGA Fall Meeting and Golf Outing, scheduled for Friday, Sept. 29. Once again, we’ll be at St. John’s Golf & Conference Center in Plymouth. Our speaker will be Brian Peters, Senior Vice President of Advocacy, Michigan Health and Hospital Association.

Watch the newsletter and your email for more details about this year’s golf outing!

## **“CULTURAL COMPETENCY: EDUCATION, PROVISION AND MANAGEMENT”**

*A Panel Dialogue presented by the  
National Association of Health Service Executives (NAHSE)  
Detroit Chapter*

*Thursday, June 15, 2006  
6:00 – 8:00 p.m.  
Sinai-Grace Hospital – The Doctors’ Inn  
6071 W. Outer Drive, Detroit 48235*

Cultural competency in health care – how essential is this and, more directly, what does it mean to you?

Find out on Thursday, June 15 when MHEGA presents this fascinating discussion about cultural competency among the various stakeholders in the metropolitan Detroit health care profession. The

program is free of charge.

Attend the program and you'll gain a better understanding of the issue of cultural competency in health care; consider and discuss the tri-fold perspective on cultural competency in health care; and develop strategies to ensure the consideration of cultural competency in health care education, provision and management.

The program is open to anyone in health care – particularly educators, students, clinicians, social workers, patient advocates, managers and executives.

An impressive panel has been assembled for this exciting program. Panelists includes:

- M. “Toni” Flowers, Director, Health Disparities & Cultural Competencies, Michigan Peer Review Organization (MPRO)
- Rose Khalifa, RN, Transcultural Nurse Educator, Oakwood Healthcare System
- Dr. Valerie Myers, Professor, University of Michigan Schools of Public Health and Business Administration
- Dr. Susan Popp, Assistant Director, Clinical Curriculum Development, Wayne State University School of Medicine
- Dr. Denise White-Perkins, Director, Multicultural Health Institute, Henry Ford Health System

Plan to attend this relevant discussion. Please RSVP to Audrey Smith at [Asmith48219@aol.com](mailto:Asmith48219@aol.com) by Thursday, June 8. For more information, visit [www.nahsedetroit.org](http://www.nahsedetroit.org).

The National Association of Health Services Executives (NAHSE) is a non-profit association of Black health care executives founded in 1968 for the purpose of promoting the advancement and development of Black health care leaders, and elevating the quality of health care services rendered to minority and underserved communities.

## ***ITEMS OF INTEREST***

### **Job Board available**

The MHEGA Job Listing is an effective – and free – tool for professionals considering career advancement. Have you checked it out yet?

You can post your job on the Job Board. Just submit your open positions by the 25<sup>th</sup> of each month to Michelle Whittaker-McCracken, managing healthcare partner with The Whittaker Group in Birmingham. Job openings will be listed on the website (<http://mhega.ache.org>) and sent directly to MHEGA members as part of the monthly email broadcast.

You can reach Michelle by email at [mwhittaker@wgsearch.com](mailto:mwhittaker@wgsearch.com) or phone at (248) 489-3900. To keep

the job listing accurate and updated, open positions that were previously listed need to be resubmitted each month.

## **About MHEGA**

What's MHEGA all about? We provide a local forum for the open exchange of information and viewpoints. Why? To help enhance the decision-making expertise and professional growth of the professionals with major responsibility for healthcare management in southeastern Michigan – and to promote the mission of the American College of Healthcare Executives (ACHE).

To contact MHEGA:

Michigan Healthcare Executive Group and Associates  
22732 Alger Street  
Suite 200  
St. Clair Shores, Michigan 48080  
<http://mhega.ache.org>

## **Special Articles**

*Do you have an article you would like to submit for consideration in the MHEGA newsletter? Just email it to Todd Haight at [thaight@wwnet.net](mailto:thaight@wwnet.net). Submissions may be edited, altered or declined depending on content, length and appropriateness.*