



MICHIGAN HEALTHCARE EXECUTIVE
GROUP & ASSOCIATES

MHEGA Newsletter July 2005

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MEGHA President's Message

Helping MHEGA members advance their careers

by

JOSEPH M. TASSE

President, St. John Macomb Hospital

One of MHEGA's purposes is to advance our profession, and we've taken a giant leap forward with the development of the Career Advancement Task Force. This small work group, chaired by Ellie Heinrich and Gene Michalski, has already made great strides by creating a three-prong approach to benefiting our members:

- Annual Advancement Seminar
- Leadership Mentoring Network
- Career Management Network

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I think you'll find the Leadership Mentoring Network particularly exciting. This initiative came as a suggestion from our own members during the roundtable sessions we've held in the past. You're not alone in wanting it. Four other ACHE chapters have already developed mentoring programs.

What makes us unique is that we will be the first chapter to use an online system for the application and administration of the program. We will still require two face-to-face meetings between mentor and protégé, but everything else can be handled online or by phone, making this network accessible to everyone while helping to bring together outstate areas and our new Ohio members. If an Ann Arbor or Detroit member would like to mentor with someone in Toledo, for example, this program will put them together with minimal inconvenience.

The Advancement Information Session is another new program you'll want to attend. You can learn the requirements for earning diplomate or fellow status during a one-day session on Tuesday, Oct. 4. Details follow later in this newsletter.

The third exciting program is the Career Management Network, which is still under development. Keep an eye on the newsletter for more details as this network begins to take shape.

I would like to thank our entire task force for putting together these great programs, and strongly urge you to take advantage of these tremendous professional development opportunities now offered by MHEGA.

NEWS & NOTES

Take a look at the list that follows this column. Are you as amazed as I am at the number of **new members** joining our organization? MHEGA is growing by leaps and bounds, and it's thanks to great programming, fantastic networking and word-of-mouth recommendations. Be sure to check out the list of new members, and make a point to introduce yourself to as many as possible at the next MHEGA event.

Also, right now, take a moment to mark several dates on your calendar. The 2005 **MHEGA Fall Meeting and Golf Outing** is scheduled for **Friday, Sept. 23**. Watch the newsletter and website for more details.

You'll want to attend the **Advancement Information Session**, a first-ever event for MHEGA, on Tuesday, Oct. 4. And don't miss the one-day **Physician Partnership Seminar** on Friday, Oct. 7. There are more details on both of these events in this issue of the newsletter.

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Welcome to our new members!

If you know health care professionals who haven't joined MHEGA yet, invite them to the next educational program. Meanwhile, please extend a warm welcome to all of our new members:

- Anthony Armada, President & CEO, Henry Ford Hospital and Health Network
- Daniel Bonbrisco, MD, DO, Chief Medical Officer, Botsford General Hospital
- Jacqueline Cherry, University of Detroit Mercy Student, St. John Detroit Riverview Hospital
- Troy Chisolm, Mid-Career Fellow, Executive Management, St. Joseph Mercy Health System in Ann Arbor
- Kathleen Galuszka, ACHE Diplomate
- Julie Goldstein-Dunn, Marketing Manager, Henry Ford Health System
- Anu Gupta, Student, University of Michigan School of Public Health
- Isadore King, King Consultant Group, LLC
- Yvonne Kughn, Director of Patient Accounting, University OB/GYN, Inc.
- Eric Labe, Senior Vice President, Thomas Group in Troy
- Paul LaCasse, DO, President & Chief Executive Officer, Botsford General Hospital
- Daniel McColl, MBA, CHE, FAHM, Chief Executive Officer, MedSolutions
- Cheryl Miller, Senior Manager, Strategic Planning & Support, Trinity Health
- Katie Moore, Health Science Specialist, John D. Dingell VA Medical Center
- Lynn C. Orfgen, President & Chief Executive Officer, Crittenton Hospital Medical Center
- Mel Pyne, President-Hospital, SVP Oakwood Healthcare System, Oakwood Hospital and Medical Center
- Lisa Rossi, Student, University of Michigan
- James Schafer, Principal, The Rehmann Group
- Aditi Vakil, Student, University of Michigan, Ann Arbor
- George Velez, Hospital Administrator, United States Air Force
- Vernell Williams, Chief Operating Officer/Nurse Executive, Sinai Grace Hospital

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The Value of a MHEGA Membership *Join Now!*

MHEGA's fall educational programs will be blockbusters, and the annual golf outing is right around the corner. There couldn't be a better time to join MHEGA!

With more than 200 healthcare 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.

MHEGA 2005 Goals

- I. By-laws Committee
 - A. Review by-laws and recommend updates
 - B. Recommend changes to incorporate Northwest Ohio ACHE members
 - C. Coordinate MHEGA by-laws with ACHE Chapter guidelines

- II. Communications Committee
 - A. Publish a quarterly, on-line newsletter
 - B. Update the MHEGA Website bi-monthly
 - C. Create mechanism and provide press releases to *Crains, Modern Healthcare*, etc.
 - D. Promote and support the job shadow program
 - E. Maintain CEO roster with phone calls to inactive members to invite to programs

- III. Golf Outing Committee
 - A. Hold annual outing with a fundraising goal of \$25,000
 - B. Provide for vendor networking with MHEGA CEOs

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- IV. Membership Committee
 - A. Develop an efficient renewal process and increase membership to 300.
 - B. Develop a membership retention strategy
 - C. Promote member involvement in committees
 - D. Provide networking opportunities at programs
 - E. Facilitate linkage/networking with NAHSE
 - F. Support development of a new Career Development Committee which would include: mentoring, job postings, an ACHE advancement session
 - G. Provide for orientation of new members

 - V. Program Committee
 - A. Provide three educational programs for members
 - B. Provide an ACHE advancement session and job networking workshop for members (Could be part of a new mentoring/career development committee)

 - VI. Student Activities Committee
 - A. Provide three student scholarships for graduate healthcare administration students from Sienna Heights University, U. of D. Mercy and The University of Michigan
 - B. Facilitate MHEGA and ACHE visibility with the graduate students
 - C. Offer a job shadowing day for students with MHEGA CEOs

 - VII. Other
 - A. Operate MHEGA with a favorable bottom line
 - B. Attract MHEGA/RAC members from all hospitals and/or health systems in SEM; explore membership from non-hospital entities
 - C. Affiliate with the members of the Northwest Ohio ACHE region, encouraging membership and participation from health executives
 - D. Provide funding support for a local healthcare-related charitable organization (\$4,500 budget for 2005)
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Local News

MHEGA Creates Career Advancement Task Force

Now that you've arrived in your career, where will you go from here? And how will you get there?

That's the focus of MHEGA's new Career Advancement Task Force, co-chaired by Gene Michalski, Hospital Director, William Beaumont, Troy, and Ellie Heinrich, President of Heinrich, Casey & Associates. The team is developing three areas of support for MHEGA members:

- Annual Advancement Seminar
- Leadership Mentoring Network
- Career Management Network

The idea for a committee germinated from a career management roundtable offered in the past by MHEGA. "From that, we saw a need within MHEGA for mentoring, and we just went from there," says Ellie. "So we set up a network on how to help manage your career."

"The aim of the committee is to help meet the networking, educational and professional advancement needs of MHEGA members," says Gene. "And we want to do it in effective, creative ways."

The first step was to plan an advancement seminar, which has been scheduled for Tuesday, Oct. 4. Participants will learn more about moving diplomate or fellow status within ACHE. Details are still being finalized.

Watch for emails coming soon from MHEGA about this. If you have questions regarding who is eligible to advance, call Ellie at (313) 640-9940.

The leadership mentoring network focuses on professionals who are looking for career advice outside of their respective organizations. The committee is focusing on using the internet to facilitate the application process.

"Both the mentor and protégé will need to apply so that we can match them. What's exciting is that this will be done on the internet, with the help of ACHE," says Ellie. "We expect to kick this off near the end of summer."

"These initiatives will give MHEGA members the opportunity to focus on their professional development, possibly even outside of their area of work," Gene says. "This will allow them to cross job boundaries as they work with a mentor."

The program also benefits member organizations, according to Gene. These new mentor relationships will provide direct professional support, resulting in stronger growth potential. "When protégés need help in a certain area, they can go to their mentor for guidance. This helps them grow professionally," he says. "Mentoring is a great tool in today's busy world."

Watch the newsletter and website for more about this exciting new program from MHEGA.

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MHEGA donates \$1,500 to COTS

MHEGA donated \$1,500 to the Coalition for Temporary Shelter (COTS), and the gift was certainly well-used and much appreciated.

The MHEGA donation supported a full year of the program, “Coach Potatoes,” during which an activity therapist conducts a series of exercises with mentally disabled clients who are otherwise inactive.

COTS representatives report that the participants enjoy the program so much that they have their own T shirts and slogan. Our thanks to all MHEGA members for making such a community gift possible.

April 20 MHEGA Membership Meeting: Learning To Survive The 'Perfect Storm'

Healthcare providers are faced with an overwhelming number of strategic options and environmental forces such as decreasing government reimbursement, increasing regulation, growing competition from physicians and freestanding providers, labor and physician shortages, a medical liability crisis, a consolidating payer market, and an ever-growing population of uninsured. To top it off, resources are more limited than ever.

Nathan Kaufman calls it the “perfect storm,” making it the topic of the April 20 MHEGA membership meeting at the Embassy Suites – Southfield.

In his presentation, titled "Shelter From The Storm," Kaufman outlined the urgent challenges facing health care providers today. Kaufman is senior vice president, Healthcare Strategy, for ACS Healthcare Solutions.

“If you want to attract patients with quality, demonstrate that you can cure them significantly better than your competition,” he said. “When attracting patients, unless quality is extremely poor, it is trumped by convenience/access, availability of subspecialists, service capacity and technology.”

Kaufman outlined his 10 core strategies for addressing the critical environmental factors:

1. Compliance without paralysis
2. Focus on “core mission” services
3. Develop a thoughtful aggressive pricing strategy
4. Aggressively manage hospital departments to best practice benchmarks
5. Actively manage the local supply of physicians
6. Manage the hospital-physician value-exchange
7. Develop systems to monitor clinical performance (both cost and quality) and address negative outliers
8. Prepare For higher dependence on inpatient revenue

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9. Access to and deployment of low cost capital
10. Complementary strategies such as meaningful strategic planning and developing a world-class IT system

Kaufman's final thought? Simplify the impossible – a good reminder for everyone trying to navigate the storm that surrounds our profession today.

For a copy of the full presentation, contact Julie Heintz, ACS Healthcare Solutions, at (734) 887-5019 or at julie.heintz@acs-hcs.com.

Four MHEGA Members Achieve Fellowship Status

Congratulations to the following MHEGA members who advanced to fellowship status within the American College of Healthcare Executives at the March Congress on Administration in Chicago:

Eleonore A. Heinrich, FACHE
Jean Ann Larson, FACHE
Sandy L. Reoma, FACHE
Joseph M. Tasse, FACHE

Job Board available

Have a job open within your organization? Post it on the MHEGA Job Listing. It's not only an effective tool for professionals considering career advancement, it's free to members.

It's also easy to use. Just submit your open positions by the 25th 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 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

The mission of MHEGA is to provide a local forum for the open exchange of information and viewpoints which enhance the decision-making expertise and professional growth of persons who may have major responsibility for healthcare management in southeastern Michigan and to promote the mission of the American College of Healthcare Executives (ACHE).

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

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Save the date!

Friday, Sept. 23: MHEGA's Fall Meeting and Golf Outing

If you haven't joined MHEGA's annual golf outing yet, you don't know what you're missing.

Be sure to mark Friday, Sept. 23 on your calendar! That's the date for the 2005 MHEGA Fall Meeting and Golf Outing.

Once again, it will take place at St. John's Golf & Conference Center in Plymouth, Michigan. The membership meeting and breakfast take place from 7:30 a.m. to 9:45 a.m., followed by the golf outing at 10:30 a.m.

Watch the newsletter and website for more details!

Tuesday, Oct. 4: Learn about earning diplomate or fellow status During Advancement Information Session

Interested in earning diplomate or fellow status? Learn everything you need to earn CHE credentials during an Advancement Information Session on Tuesday, Oct. 4. The program is being developed by MHEGA's new Career Advancement Committee.

During this session, you'll learn how to earn CHE credentials, including an overview of the application criteria and the Board of Governor's exam. You'll also learn about fellowship advancement and the three fellow project options.

Details are being finalized. For more information, call Ellie Heinrich, committee co-chair, at (313) 640-9940.

Friday, Oct. 14: One-Day Workshop on Physician Partnerships

The MHEGA Program Committee is developing a one-day, on-location seminar – and you don't want to miss it. Mark your calendar for Friday, Oct. 14, and plan to attend "Hospital/Physician Business Relations: New Options for Physician Partnerships" at the Embassy Suites in Southfield, MI.

Many healthcare executives find the legal ramifications of physician arrangements challenging and collaboration efforts time-consuming, often yielding little or no return on their investment. While many hospitals have created joint ventures as a way to partner with physicians, this strategy is not always viable. Healthcare executives are concerned about the high costs and risks associated with these arrangements. This seminar will provide healthcare executives with alternative options for physician collaboration as well as legal guidelines and essential strategies for fostering profitable physician part

CEOs, CFOs, COOs, senior-level healthcare executives, physician executives and trustees are among those who should consider attending. The program offers six (6) CAT 1 credits.

For more information, contact Deb Ellis at 586-776-1696 or dkellis@wideopenwest.com.

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Item of Interest

MHEGA Making a Difference: Angel Group Receives Children's Environmental Health Award

The strength of MHEGA is its members – health care executives committed to their employers, profession and community. Not surprisingly, the Detroit-based Angel Group is leading the charge.

The Angel Group has received a 2005 Recognition Award for Children's Environmental Health from The Office of Children's Protection at the U.S. Environmental Protection Agency (EPA). The organization is the only metro Detroit agency to earn the honor, says Audrey Smith, executive director and MHEGA member.

The Angel Group's education and outreach program, *Asthma Awareness and the Environmental Triggers* was designed to engage the child, parents and school officials in managing and reducing exposure to environmental risk factors. It is based on a partnership between a leading Detroit health plan and local targeted schools.

"We're grateful that the EPA has recognized our leadership position with this distinguished award," she says. "We believe prevention is key to protecting our children from environmental hazards. The best part of our education and outreach program was to hear kindergartners and special education students talk about keeping themselves healthy. It was especially useful for teachers of students with asthma."

Our congratulations to The Angel Group for making a difference in our community – and being strong representatives of MHEGA.

ACHE National News

Networking: Avoid Crossing the Line From Persistence to Annoyance

It's no secret that networking is essential to a successful job search. Staying in touch with friends, neighbors, colleagues, recruiters, casual acquaintances, and organizations is your primary method for uncovering and researching job opportunities and linking into the candidate pool. Furthermore, persistent contact that shows true interest in a position can be a deciding factor in the hiring process.

So how much networking is too much? How can you avoid wearing out your welcome and wasting people's time? To avoid crossing the line from persistence to annoyance, follow these guidelines:

- **Ask each networking contact how often you can contact him or her.** Everyone has a different level of tolerance, so no absolute standard for the frequency of networking contact exists. To find out a person's preferences, just ask.
- **Pay attention to the frequency--and substance--of your networking phone calls.** If you need a guiding principle for phone call frequency, remember that calls to remind people of your

availability should typically be spaced several weeks apart. However, don't be afraid to call if you have a good reason, such as to tell them about an interesting article or a piece of solid information that they might find useful. In addition, search consultants always like to hear about position openings where they might propose for a search engagement.

- **Communicate in different ways.** Phone calls, e-mails, voicemail messages left after business hours, and handwritten notes sent in the mail can all serve as reminders of your availability. And the variety will help ensure that recipients do not get tired of hearing from you.
- **Use your instincts--but don't discount scheduling.** If you don't feel right about contacting someone, then wait until you do. But don't rely only on your intuition. To keep all of your contacts straight, maintain a detailed log that includes who you will contact, when, and with what communication method. The log will provide a visual reminder of what you have done and what you need to do in the days ahead.
- **Give back more than you get.** Networking is a two-way street. If you always look for help from your contacts without offering anything in return, you will quickly become an annoyance. Instead, assist your contacts in some way, such as by passing along information about open positions they might be interested in or by offering your expertise in addressing a job challenge they are facing.

Source: J. Craig Honaman, FACHE, principal, H & H Consulting Partners, LLC, Atlanta; (770) 394-2221; careerdir1@aol.com; www.careertransitioncoaching.com.

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