



SEE LAST PAGE FOR WHAT'S INSIDE



Gail Malcolm, FACHE, LFHIMSS
President

President's Remarks

Happy Anniversary! It's just over one year since The Healthcare Leadership Network of the Delaware Valley – HLNDV became a fully chartered chapter with ACHE. I would like to share with you a summary of HLNDV membership statistics as of November 5, 2009:

Indicator	Type	2007 Actual	2008 Actual	2009 Actual-to-date
Members eligible to advance	Membership		339	350
Total chapter membership	Membership	882	935	962
Total Fellows in chapter	Membership	174	194	192
Percent Fellows in chapter	Membership	20%	21%	20%
Membership retention rate	Membership	86%	85%	85%
Total chapter events	Events	14	13	17
Total programming hours	Events	53.0	46.5	53.5
Total attendee hours	Events	2568.0	3214.0	3582.5

I am pleased to report that we were successful in offering six Category I credits during calendar year 2009; our 2010 calendar do likewise. HLNDV will provide you with the opportunity to that you are required to take 12 hours of Category I programs every three years as part of the ACHE Fellows credentialing requirement.

Please take the time to respond to our membership survey this month – this is the first complete membership survey as a charter chapter. The survey feedback will be used to shape the future programs and services that HLNDV offers to its members.

Plan to join us on Thursday, December 10th for our first annual Holiday Networking and Community Service Breakfast at the Pyramid Club – visit www.hlndv.org for additional details and registration.

I would like to take this opportunity to wish you and yours a Happy Thanksgiving – I am thankful for the opportunity to serve you as President of HLNDV. Have a blessed holiday season and a Happy, Healthy 2010.

Very truly yours,

Gail

Gail B. Malcolm, FACHE, LFHIMSS
President, HLNDV
president@hlndv.org or 610-219-6609



Community Service Gets Into Swing

On Saturday, November 7, 2009, HLNDV volunteers took advantage of excellent weather and put their gloves on to beautify the area surrounding the PHMC Health Connection clinic next to Temple University. Project team members went right to work cleaning up litter, painting the inside of the clinic, and digging holes for planting rose bushes. After everything else was done, and a trip was made to the hardware store, four swings were installed on a swing set as a finishing touch to the half day effort. The neighborhood kids couldn't wait to use the swings, and began doing so immediately with bright smiles on their faces.

The project was coordinated by Luke Balinski and the Career Development Committee.

Elaine Fox, Vice President of Specialized Health Services at PHMC commented, "It was a smash success. The residents and staff are thrilled by your work and enthusiastic spirit! Thank you so much for everything you do."

Special thanks to the following HLNDV members, families & friends for their generous time and effort!

- Ned Lafer
- Tina Scott
- Gail Malcolm
- Larry Malcolm
- Christine Winn
- Katherine Pence
- Aaron Balinski
- Luke Balinski



U P C O M I N G E V E N T S

DECEMBER

First Annual Holiday Networking Breakfast

Thursday, December 10

7:30 am - 9:30 am

Pyramid Club

1735 Market Street, 52nd Floor, Philadelphia, PA 19103

In conjunction with Toys for Tots, please join us for a chance to network, dine and do good. Enjoy the scenic views of the Pyramid Club, set in the heart of Center City, Philadelphia. Guests are

strongly encouraged to bring a new, unwrapped gift to donate to Toys for Tots, a charity dedicated to providing holiday presents to the needy children of the community.

HLNDV Members: \$10 plus gift, \$20 without gift

HLNDV Non-members: \$15 plus gift, \$25 without gift

RSVP now...

The Events and Education Committee is actively seeking new members to assist with planning and producing events for 2009. Please contact Hamish Stewart-Smith or Allison P. Wilson-Mahern at events@hlndv.org.

For further information please contact the Events and Education Committee Co-Chairs at events@hlndv.org.

Mentorship Program Going Strong in 2009

The Career Development Committee is pleased to report that participation in the chapter Mentorship Program continues at a strong pace:

- 11 new partnerships launched in 2009
- 22 active mentoring partnerships
- 75 members have volunteered to participate in mentoring through HLNDV

The Mentoring Program is facilitated by CDC members Ellen Nassberg, FACHE, Morris Fansler, FACHE and Co-chairs Ned Lafer, MD, FACHE and John Kiernan. The committee recently welcomed Sherry Mazer to help support continuing efforts to further develop the Mentorship Program.

If you are interested in participating as a mentor or mentee, please visit the Mentorship page of the HLNDV website.

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Congratulations

The HLNDV Board has appointed **Carly Hahn** its first student board member for 2009 - 2010. Carly is currently a graduate student in the Temple

University Fox School's Master of Healthcare Management Program where she also serves as the President of the Healthcare Management Student Association. In October, Carly was awarded the prestigious Charles P. Hall Scholarship by the Fox School's Healthcare Management Program.

Carly will be serving on the HLNDV Academic Relations Committee where her input will help the committee as it works to fulfill the organization's strategic mission related to regional healthcare management programs and their students. In addition, Carly will act as a liaison for students who are interested in becoming ACHE affiliates, as well as those who have an interest in serving on HLNDV committees. "We are so pleased that Carly will be working with HLNDV this year," noted Dr. Barbara Blundi Manaka, Associate Director of the Fox School Graduate Programs in Healthcare Management and Co-Chair of HLNDV's Academic Relations Committee. "We see this as a unique opportunity to strengthen the relationship between HLNDV and all healthcare management students and programs in the region."

Carly, attended her first Board meeting in November, noted "I'm honored and excited to have this opportunity to work with HLNDV this year. I think it is a great way to encourage students to get involved with HLNDV committees and learn from experienced healthcare leaders. I look forward to working with the Academic Relations Committee and the organization as a whole."

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Delaware Healthcare Forum & ACHE Awards

The 13th Annual Delaware Healthcare Forum was held on Tuesday, October 27th at the Dover Sheraton Hotel. This year had another record breaking attendance with 139 healthcare executives and 17 sponsor attendees. Copies of the presentations are available on the Delaware Healthcare Association's Website (www.deha.org) under Event on the menu. Special thanks to our Exclusive Networking Sponsor Sprint for the wonderful lunch and the four great door prizes awarded. Thanks also to our Presentation Sponsors Commerce Bank; Nixon Uniform Services & Medical Wear; and Z-Band, and HCI. Thank you also to our Friend of the Association Sponsors Baldwin Publishing; Dorado Systems; Quality Insights of Delaware (an Association Associate Member); and Select Specialty Hospital Wilmington (an Association Member) for their support of the Forum. We also thank the Delaware Health Information Network (DHIN) for joining us at the Forum to assist our members in learning more about the DHIN. The Association's Website has a listing of our sponsor's contact information. During the Forum, Lynn C. Jones, ACHE Regent for Delaware and President of Christiana Care Visiting Nurse Association, presented the ACHE Regent Awards. The award recipients are as follows:

Robert J. Laskowski, MD, MBA, FACP, President & CEO of Christiana Care Health System, received the Senior-Level Healthcare Executive Award. This award is given to an ACHE Diplomat or Fellow; a CEO, COO, or other senior-level executive title within the organization; demonstration of leadership ability; innovative and creative management; executive capacity in developing his/her organization and promoting its growth and statute in the community; contributions to development of others in the healthcare profession; participation in local, state, or provincial hospital and health association activities; participation in civic/community activities and projects; and participation in ACHE activities and assisting ACHE in achieving its objective.

Michael Cinkala, MHA, Interim Manager of Physician Relations at Christiana

Continued on page 3

HLNDV Sponsor Recognition

We would like to thank the following organizations for their support as Annual Sponsors during 2008-2009. Through their generous support we are able to host a variety of educational, career development, and networking programs throughout the year. Please contact any of our sponsors (below) to get more information on their products/services.

GOLD SPONSOR

Siemens Healthcare — PROVIDER OF IMAGING AND LAB DIAGNOSTICS, THERAPY, AND HEALTH-CARE INFORMATION TECHNOLOGY SOLUTIONS

Local Contact: Barbara Sivek barbara.sivek@siemens.com

SILVER SPONSORS

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Local Contact: Allison P. Wilson-Maher allison.wilson-maher@bremnerduke.com

HBE, Inc. — DESIGNER AND BUILDER OF HEALTH CARE FACILITIES

Local Contact: Steve Grosswald sgrosswald@hbcorp.com

Turner Healthcare — BUILDER OF HEALTH CARE FACILITIES

Local Contact: Lori Sullivan ljsullivan@tcco.com

ARAMARK

Aramark Healthcare -- PROVIDING FOOD, HOSPITALITY, FACILITY MANAGEMENT SERVICES

Local Contact: Paul Northen northen-paul@aramark.com

BRONZE

DGA Partners — CONSULTING SERVICES IN STRATEGIC, BUSINESS, FINANCIAL AND FACILITIES PLANNING

Local Contact: Dan Grauman dgrauman@dgapartners.com

Greencastle — CLINICAL TECHNOLOGY AND BUSINESS MANAGEMENT CONSULTANTS FOR HOSPITALS, HEALTH SYSTEMS, AND PHYSICIAN ORGANIZATIONS

Local Contact: Hamish Stewart-Smith smithh@greencastleconsulting.com

Leaders for Today — INTERIM MANAGEMENT STAFFING FOR THE HEALTH CARE INDUSTRY

LOCAL CONTACT: DIANE NICHOLAS DNICHOLAS@LEADERSFORTODAY.COM

Nova Records Management -- SPECIALISTS IN RECORDS AND DATA MANAGEMENT

Local Contact: Bill Woodard WWood21500@aol.com

For more information on becoming an annual or event sponsor, please contact Anna R. Steelman, FACHE, CHC at 215-399-1865 or asteelman@hss-inc.com

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Care Health System, received the Early Career Healthcare Executive Award. This award is given to an ACHE member who demonstrates leadership ability innovative and creative management; executive capacity in developing his/her organization and promoting its growth and stature in the community; participation in local, state, or provincial hospital and health association activities; participation in civic/community activities and projects; and participation in ACHE activities and assisting ACHE in achieving its objectives.

A special recognition award was given in honor of **E. James Monihan**, who passed earlier this year. Mr. Monihan was a staff member of the Beebe Medical Center since 1962 when he was hired as the first full-time Beebe Pharmacist. Since then, Mr. Monihan held several positions within Beebe and at the time of his passing he was the Special Consultant to the President working on capital construction projects for Beebe. Mr. Monihan as an active member of ACHE, the Lewes Fire Department, the Sussex County Volunteer Fireman's Association, and the Delaware Volunteer Fireman's Association. Mr. Monihan was well liked and respected throughout Delaware for his commitment to the healthcare of all Delawareans. The award was presented to Mr. Monihan's wife Jan and their son Dr. James M. Monihan by Mr. Jones and Jeffrey M. Fried, FACHE, President & CEO of Beebe Medical Center and a member of ACHE. Additional information about Mr. Monihan can be found on the Association's Website. The Delaware Healthcare Association Website (www.deha.org) has pictures from the Forum. The 2010 Delaware Healthcare Forum will be held on Tuesday, October 26, 2010 at the Dover Sheraton Hotel. Make sure to save the date on your calendars now and look for program details at the end of August 2010.

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I Donald Snook Education Fund Our Effort to Make Student Internships and Residencies a Reality

You most likely had your first real healthcare administration experience in your internship or administrative residency. Remember the positive impact the experience had on you and your career? The administrative residency or internship experience is among the most pivotal experiences in a healthcare management student's training.

Students prepare for this experience from the first day they begin their healthcare management program. As Associate Director of the Temple University Fox School of Business and Management's Programs in Healthcare Management, I can attest to the fact that the internship or residency position continues to be a very vital component of the healthcare management student's experience. Most Healthcare Management Programs require this practicum experience and work intensively with their students to help them acquire and work through their internships and residencies.

HLNDV is committed to helping students gain that valuable first experience through the I. Donald Snook Education Fund. The Snook Education Fund provides organizations with a grant to subsidize student internships and administrative residency opportunities. Since November 2007, generous donors have helped to sustain the Snook Fund. HLNDV members currently work to manage the program's structure and processes in order to support Don Snook's vision of helping students obtain "real world" work opportunities in the Philadelphia region.

Because there is an ongoing need for this type of financial support from the industry, HLNDV's commitment is to continue to provide Snook Education Fund support for area healthcare organizations and students as they work together to provide excellent healthcare experiences and outcomes for patients and families. One of our long term goals is to be able to make two grants available each year.

Despite the current economic situation, we hope to keep the Snook Education Fund growing through the continued support from our members, fundraising events and through the use of our online donation form at <http://www.hlndv.org/education>. As part of our annual appeal, we will be reaching out to you via email in the next few weeks to enlist your support for our region's students through the Snook Fund.

Please consider this important investment in the Delaware Valley's future healthcare leaders. Please feel free to contact me to discuss current trends or issues related to student internships and administrative residencies.

Barbara Blundi Manaka, PhD, RN
Co-Chair, HLNDV Academic Relations Committee
barbara.manaka@temple.edu

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HLNDV Continues New Grant Program Honoring Dr. Donald Snook

In 2007, the Healthcare Leadership Network of the Delaware Valley (HLNDV), which is the regional chapter of the American College of Healthcare Executives (ACHE), established the Donald Snook Education Fund.

Donald Snook, Ph.D., was a leading healthcare executive in the Philadelphia area for 3 decades, serving as a hospital CEO and industry leader before his untimely death in 2002. An ACHE Fellow, he served on the faculty of several graduate programs in healthcare management and was a popular author and ACHE speaker. Dr. Snook was also a valued preceptor and mentor to several generations of students and early careerists and demonstrated legendary passion and enthusiasm for the healthcare management profession.

Don's legacy has been honored by establishing a memorial fund in his name, dedicated to funding "real world" work opportunities for students in our area. In 2009, the HLNDV awarded its first grant to a local, 501(c)3 healthcare organization to be used for a paid internship for a graduate or undergraduate student. Some organizations may choose to supplement the \$2,500 grant with other funds.

With the success of the first award distribution, the HLNDV is reopening the Snook Education Award cycle!

The award ultimately benefits the applicant by providing additional resources for management support as well as the student, who will gain valuable work experience during his or her internship. Relationships between local university-based programs and professionals in the field are also enhanced by addressing the increasing need for financial support for students.

We anticipate receiving many requests for funding. Eligible applicants must be not-for-profit 501(c)3 healthcare organizations with their principal business location within the HLNDV membership area; this area includes Delaware, South Jersey and southeastern Pennsylvania. Organizations may work with HLNDV's Academic Relations Committee to identify qualified students through an interview process or may apply with a student already determined.

A selection committee has been established to review the applications. Funding will be awarded to the organization that, in the committee's view, will be able to provide the most valuable experience to the intern. Applications from ACHE/HLNDV members are encouraged.

If you are interested in applying for funding, please complete the attached application. The application can also found on the HLNDV website at <http://hlndv.org/education/apply.php>.

Completed applications must be submitted electronically to snookeducationfund.hlndv@gmail.com no later than November 13, 2009. The Committee anticipates making a decision by the end of December, with the intention that an intern will be placed by the spring or the summer. All applicants will be notified about the committee's decision. The grant award must be used by December 31, 2010. The employer and the intern will be expected to complete an evaluation at the close of the internship.

Since your organization may have a policy relating to the employment of interns, we suggest you confirm with your Human Resources representative your eligibility to participate in an internship program before submitting the application.

Questions may be addressed to snookeducationfund.hlndv@gmail.com.

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Congratulations! 2009 Administrative Achievement Award Recipient



JUDY FAUST is the Administrator and Clinical Director of Women and Children's Services for the Albert Einstein Health Care Network and has served in this role since 1997. Judy's total scope of accountability spans service line operations, which includes physician practices, clinics, residency programs, four inpatient units (124 beds), and community practice locations; leadership and direction of two academic divisions comprised of approximately 100 professionals; strategic planning; new

business development; patient care management; federal, state and privately-funded program coordination, and community outreach.

Judy's accomplishments are numerous and include:

- Coordinating a \$6 million renovation project on three occupied inpatient units.
- Managing a 100% increase in the number of births due to a decrease in OB units in Philadelphia from 19 to 6 over the several past years
- Setting up corporate services infrastructure for a new physician management corporation

Judy has also been extremely active in various professional organizations, including serving on the events and education committee of HLNDV since 2004 and recently organized a program held at Lankenau Hospital. Additionally, she has served as a mentee and as a mentor in the HLNDV Mentoring Program. She is also a member of the American Organization of Nurse Executives, Pennsylvania Organization of Nurse Executives, and the Delaware Valley Healthcare Council's OB Crisis Committee. Judy became a fellow in the American College of Healthcare Executives in 2006.

Judy has received other awards to recognize her leadership. She received the Albert Einstein Health Care Leadership Award in 2006 and a HAP Achievement Award in 1998.

Judy is also active in the community. She is a member of the Maternity Care Coalition Public Policy Committee. She also assisted with the development of the Maternity Care Coalition's Northwest Momobile, which opened in April 2009. Judy meets with state and congressional representatives to discuss women and children's health issues. She also is a committee member for the Green Tree Community Health Foundation Annual Women's Golf Outing Fund Raiser for 2009 with the funds to be used for women in need of maternal care in Northwest Philadelphia.

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HLNDV Welcomes the following New Members

September to November 2009

Husam Abdallah	Melissa Mabry
Hatem Asharari	Courtney Mack
Robin Aube-Warren	Jon Mackler
Lynn Bagnull	Riad Mahfouz
Jerome Baker	Rex Mathew
Emma Broom	Christopher Metro
Valentine Burroughs	Alex Minkoff
Elizabeth Callender-	Sebastian Mitchell
Johnson	Mark Monahan
Robert Canney	Desiree Murphy
Christopher Chu	Christianna Orvis
Lisa Demko	Tom Petersen
Kandie Dempsey	Cari Reed
Marie DiPrinzio	Sadia Rehman
Christopher Dukes	Bruce Riefenstahl
Kemal Erkan	James Robinson
Randi Ferrare	Craig Schaffer
Michael Floriani	Kelly Schirmer
Carol Fluegge	Gail Scott
Vicki Freedman	Brandon Sternbach
Steven Gallerizzo	Daryl Stilley
Timothy Garrett	Jacqueline Teeter
Ellen Guarnieri	Norman Tessell
Robert Haffey	Jorja Tozer
Gregory Hamilton	Alexandria Turner
Jody Hanks	Theodore Wheeler
Sharon Hibay	Christopher Whitcomb
Michael Hoaglin	Austin Williams
Robert Jauss	Curtis Wright
Kamal Kaur	Rita Zenna
Shannon Kelso	
Nuwan Kurukulasuriya	
Debra Laumer	
Victoria Liedel	

New Jersey Regent's Message

Terrence F. Cahill, EdD, FACHE

Beginning...Middle...End! While those words are likely to bring back memories of writing a paper in English 101 class, I'm thinking of them in the context of our career paths. As your Regent this past year I've had the opportunity to meet many members who, in "career path" language, represent early careerists, mid-careerists, and, late careerists. As one who fits into that last category, I have the advantage to compare what I see with what I experienced in my career, and, as with most things these days, there's no doubt that "career path" for our current ACHE members differs in many respects from the experiences of those who went before. In this message I'd like to consider just a couple things and then reflect on the implications for our ACHE organization.

To say that life has become more complex regarding the pursuit of a career in healthcare leadership is to state the obvious. It wasn't that long ago that we spoke about a "path" for healthcare leadership. Undergraduates went to graduate school, and, as they left with their MHAs or MBAs they started their leadership careers as middle managers and even Assistant Administrators. Plus, most wanted to one day serve as a CEO (of course that meant "hospital CEO"). Today it is much more common that early careerists are older, as many have already pursued one or more other career "paths," (e.g. clinician, business... etc); "healthcare" is much broader than just "hospital," with increasing leadership opportunities outside of hospitals; and, have you asked an early careerist what his/her ideal career goal is? It is much less common that you'll hear, "CEO". "It's too political;" "They get fired too often;" or, "There's no work-life balance." Granted these comments are generalizations, but, my point is that our ACHE early careerists today have much more diverse backgrounds and diverse career goals than early careerists in the past. That has implications for what we do as your local ACHE organization, but, hold that thought while I turn, for a moment, to our late careerists.

After serving many years as leaders in our industry, our late careerists have often assumed the most senior positions in our organizations. And, as a result of their many years of healthcare leadership experiences, they have accomplished a level of expertise that can only be attained over time. However, while these characteristics apply not only to our current "elders", but to those who came before them, a key difference for our current group has been that they have been responsible for moving us from a cottage industry to a competitive marketplace, from independent hospitals to integrated health systems. As these changes have unfolded, unfortunately (particularly during the past 10-15 years) our late careerists were often not available to share their wisdom with us. In fact, the nature of "competitiveness" led to new walls that discouraged the open sharing that we had come to rely on. Yet, when we sent out the call this past year to invite many current and recent NJ CEOs to help our up-and-comers learn what it takes to be a successful leader in today's environment, twenty-one responded. In the seven events that we held, the "good old times" returned, with our most senior leaders sharing with our members their lessons-learned. It was in observing these sessions that I came to a new understanding of the message that I have conveyed this past year ("What have you done recently for your career?"). Let me explain.

As a professional organization, ACHE members have a cafeteria menu of services available to pick-and-choose from. Interested in a cluster program? How about Congress? Perhaps you'd like to check out the job postings? After all, we pay our dues and we want our benefits, right? Sounds like a reasonable expectation; return-on-investment. Yet, as I witnessed a number of our ACHE members this past year giving of their time to host events, speak at them, mentor, or volunteer in other ways, I found that these individuals seem to be getting a much better return-on-their investments compared to those of us who only pick from the menu of ACHE benefits. It reminded me of the saying, "If you want to learn something, try teaching it." A rough translation for our context might be, "If you want to get more from your ACHE membership, give more to our ACHE activities." If you are one of our late careerists, you have so much knowledge that can benefit our up-and-comers. Call me or your Chapter leaders and volunteer to speak or offer to host a meeting. One meeting is not too much to ask. Think of this as part of your legacy to the profession, succession planning for the future of healthcare leadership. Also, expect your organization's leaders to participate in ACHE. One day they will thank you for that nudge. If you are an early careerist, sometimes it's difficult changing affiliations from a 1st career clinical or other professional association to ACHE, or just taking the time to get involved in any professional association. However, if you are interested in making healthcare leadership your career, ACHE is where those general leadership conversations take place. Start attending local Chapter events, ask for a mentor, volunteer for Chapter activities, network with our late careerists (senior leaders). As time is short, I'll leave mid-careerists for the next letter. However, I'm sure you already figured out that this message applies equally to you: "If you want to get more from your ACHE membership, give more to our ACHE activities."

Hope to see you at an ACHE event. Check your Chapter's on-line calendar for the most up-to-date schedule. By the way, we're planning on a next round of the CEO series in 2010; stay tuned for more information. Lastly, if you're at the HFMA-NJ annual meeting in Atlantic City on Friday, October 16, my colleague, Mona Sedrak, PhD, and I are delivering a version of a presentation we've done at the last two Congresses concerning the topic, "Generational Differences." Stop by and say hi. I really appreciate meeting our members.

Delaware Regent's Message

Lynn C. Jones, FACHE

I am just back from the fall "Make More Possible" ACHE Chapter Leaders meeting in Chicago, and feel that I have gained a greater understanding and admiration of the important work that our chapter leadership teams are doing in many settings across the country – it is really impressive to see! I had a great experience at this meeting with chapter leaders Gail B. Malcolm, FACHE, Thomas E. Skorup, FACHE, John R. Kiernan, as well as fellow Regents James B. Burke, FACHE, and Terrence F. Cahill, EdD, FACHE.

The meeting provided us with the opportunity to learn about ideas that have been successful in other parts of the country, and with some time to reflect on how we can continue to strengthen the value that HLNDV delivers to all of our members. We talked about many of the opportunities to continue to make our chapter stronger, including working to better engage the senior leaders within our region in chapter activities; looking for more opportunities to engage young careerists, students, and middle managers who are looking for opportunities to

Regents' Messages

Continued from Page 6

learn and advance in their careers; about methods to make better use of technology to accomplish our goals of greater sharing of ideas and greater connection amongst our members; how we can develop a greater sense of "community" among our 900+ members whereby each member will gain a greater sense of connection or "social cohesion" to others within our chapter; how we can continue to enhance the level of "active engagement" of each of our members; how to assure that we are identifying and developing members to become our new chapter leaders of the future; and finally to find ways to be in close touch with our members to define and refine how our chapter can continue to drive even greater value for every member in new and better ways!

The quality and energy level of the people at HLNDV is very evident to me as I continue to become more directly engaged in our activities – and I look forward to working with Gail and the rest of the leadership team at HLNDV as we continue to get even better!

My request to each HLNDV member is not to underestimate the impact that you can have – both for yourself and for others – by your active involvement in the chapter's activities, so please get involved!

Eastern Pennsylvania Regent's Message

James B. Burke, FACHE

The fall is a busy time for ACHE, and the local chapters in Eastern Pennsylvania. The HMF held its Annual Golf Outing at the Eagle Rock Resort in Blue Mountains, PA in September, and both the HLNDV and the EPAHEN have major educational programs this fall. Members who are desirous of obtaining ACHE Category I credits can find them in nearby venues this fall at programs of these two chapters.

Outreach efforts to the Higher Education Network members continue this fall. I would like to thank Dennis J. Kain, FACHE, Kisha Hawthorne, Kevin C. Flynn, FACHE, Michael George, FACHE, Lynn Bagnell, and Emily Burrell, for their service to ACHE by visiting these student programs. I would also like to thank the Higher Education Committee of the HLNDV for their efforts to connect with educational programs in healthcare management, which are not yet part of the ACHE's Higher Education Network.

Members of the Regent's Advisory Council have volunteered to help increase ACHE's presence in the C-suite in hospitals and health systems where the CEO is not yet a member of ACHE. In Eastern Pennsylvania the overwhelming majority of hospitals have an ACHE member as CEO or COO. If there is a leader in your institution who is not a member of ACHE, and who you think would welcome an opportunity to learn about ACHE, please let me know.

Again, thanks to everyone who is serving their professional organization, ACHE, either nationally by serving on an ACHE committee, or regionally via their local chapter. The list of individuals is too long to recite here, but your service is essential to the success of our members, and is much appreciated.

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Make Listening a Key Component of Your Leadership Strategy

Successful leaders don't talk all the time; they pay close and constant attention to the people they want to influence. If you want to do a better job of leading people, start by becoming the kind of leader your staff feel comfortable talking to. Here are some guidelines:

- Ask good questions. The best questions generate detailed answers and thorough discussions. Instead of telling people what you want them to do, ask them what they think they should do and why. Listen before you speak, and then ask more questions that explore their thinking.
- Don't solve problems for people. Your staff will bring you problems and ask you what to do. Resist the impulse to tell them, or to handle the problem yourself. Instead talk about what caused the problem, explore options, and—again—listen to ideas. Even if the solution ultimately comes from your head, people will feel better about putting it to work knowing they had a fair chance to share their opinions.
- Pay attention to feelings. You don't have to be a psychologist to understand and take into account the emotions of your employees. Let people vent when they're upset. Acknowledge their anger when they feel they've been treated unfairly. Smile when they make a joke. You may not agree with their feelings, but you do need to validate them.
- Look forward, not back. Always steer your discussions toward the future. Avoid dwelling on past mistakes or last year's triumphs. Don't ignore the lessons of experience; instead, take a long-term perspective that motivates people to move forward.

Sharing Information Key to Your Company's Health

Communication is the lifeblood that keeps organizations healthy. To maximize its flow, put these practices in effect:

- Respect. Don't "protect" your staff from bad news, dismiss their concerns or talk down to them. Take the time to listen to them and answer their questions; it shows you value their input.
- Honesty. Your staff deserve the truth. That doesn't mean spilling trade secrets or being rude. It does mean trusting them with the facts, or at least explaining why you don't have the answer to a question.
- Openness. Don't hoard information nor give the impression that your organization is keeping secrets. Unless the information can be used to damage your organization or hurt someone, share it so people know you trust their judgment.
- Timeliness. Staff should always hear your organization's news from you before anyone else. Tell your people what you know as soon as you know it. If you don't have the whole story, let them know. Then update them as soon as you're able.
- Attention. Communication should travel in both directions. Listen to your staff. Remove distractions and refuse interruptions when they have something important to say. Respond to their e-mails. The better you are at accepting their ideas and opinions, the more they will respect yours.

Adapted from Communication Solutions, June 2009, (800) 878-5331.

2009 Chapter Member Needs Survey Results For Healthcare Leadership Network of the Delaware Valley

Number of Chapter Members Surveyed: 198
 Number of Responses: 102
 Response Rate: 51.52%

1. How familiar are you with your chapter's activities and services?

	Your Chapter (Percent)	Mean of All Chapters (Percent)
Completely unfamiliar	3.0	13.6
Somewhat unfamiliar	21.0	27.1
Somewhat familiar	45.0	43.1
Completely Familiar	31.0	16.2

2. Overall how satisfied are you with your chapter? (1=very dissatisfied, 10=very satisfied)

	Your Chapter	Mean of All Chapters
Mean	7.73	6.93
Median	8.0	
Percent "don't know"	3.1	9.3

3. How many chapter meetings/events have you attended in the last 12 months?

	Your Chapter (Percent)	Mean of All Chapters (Percent)
None	29.3	53.7
One	19.2	19.6
Two	21.2	11.7
Three to five	16.2	11.0
More than five	14.1	4.0

4. Have you received e-mails from your local chapter about its activities?

	Your Chapter (Percent)	Mean of All Chapters (Percent)
Yes	95.9	84.8
No	2.0	8.7
I don't know	2.0	6.5

4a. My chapter communicates with me via e-mail:

	Your Chapter (Percent)	Mean of All Chapters (Percent)
Not often enough	9.6	19.0
Just about the right amount	89.4	80.2
Too often	1.1	0.8

5. Are you involved in advertising open positions at your organization? Please check all the areas with which you are involved:

	Your Chapter (Percent)	Mean of All Chapters (Percent)
Recommend or approve descriptions and qualifications of new jobs	35.7	35.2
Decide where jobs will be advertised	25.5	21.5
Write or approve ads for jobs	16.3	15.0
Place ads for jobs (with media, on job banks, etc.)	11.2	7.5
Screen resumes generated from ads/listings	20.4	24.0
Other responsibilities (please specify)	2.0	4.3
I am not involved with advertising open positions at my organization	62.2	58.6

6. In the last year, has your chapter offered any such career services?

	Your Chapter (Percent)	Mean of All Chapters (Percent)
Yes, and I have used at least one such career service offered by my chapter	16.8	5.2
Yes, but I have not used any such career services offered by my chapter	55.8	29.1
No, my chapter hasn't offered any such services	0.0	15.6
I don't know if it has offered any such services	27.4	50.1

President's Message	1
Community Service gets into swing	1
Upcoming Events	2
Mentorship Program	2
Award Recognitions	3
HLNDV Sponsor Recognitions	3
Snook Education Fund	4
2009 Administrative Achievement Award	4
New Member Welcome	5
Regents' Messages	6
Articles of Interest	7
Chapter Member Needs Survey Results	8



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UPDATE

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