



The Healthcare Leadership Network of the Delaware Valley is an Independent Chapter of ACHE

VOLUME VX, NUMBER 4 FALL 2010

## LETTER FROM THE PRESIDENT

Dear Chapter Members:

In preparing to write this message, I reflected on Tom Skorup's Winter 2008-09 President's Letter. He noted then, "...we, in healthcare, are faced with much adversity ranging from an economic recession, growing ranks of uninsured patients, and uncertainty regarding real healthcare reform." We continue to face these issues, along with extended unemployment for many of our members. As a result, HLNDV has provided programs to support members in transition and continued to grow the mentorship program. I am very thankful for the ongoing commitment of the volunteers who support the HLNDV committees, backed by ACHE resources in Chicago. We will continue, in 2011, to do all that we can to support members in transition.



One of the impacts that HLNDV and other professional organizations has been experiencing is lower participation in events. We believe this is due, in part, to the ongoing economic pressures and the inability of individuals to schedule time away from work to attend events. As a result, we have initiated discussions with representatives from DVHC, DVHIMSS, HFMA and other local professional organizations to see how we can collaborate on 2011 program planning to ensure that we are offering educational programs that do not conflict and cover topics that healthcare professionals in the Delaware Valley will find beneficial. I am very pleased that there is a true spirit of cooperation being demonstrated! We are also formalizing our program planning for Delaware members with a Local Planning Council structure – thanks to the support of Delaware Regent Lynn Jones and his RAC – Regent Advisory Council.

The Board has continued to work on finalizing changes to the by-laws to reflect a new committee structure that we believe will enable us to better support our membership. Details on the new structure are contained in the article written by Chris Winn, HLNDV President-Elect, and ACHE Regent-Elect for Eastern PA. Please take time to read this article to become familiar with the changes we are implementing. Also note that we are looking for nominations for our 2011-12 election slate.

Thank you to those who responded to the recent "call for volunteers" sent out by ACHE. We will be following up with you in the coming weeks to get you engaged in HLNDV committee work. It's a great way to meet terrific individuals and contribute new ideas. We would like to continue to improve our operation and member support, and can only do so with active, engaged members.

As you have ideas for your HLNDV Board on ways that we can better serve you, please don't hesitate to call or email any Board member.

I would like to close by thanking the many HLNDV volunteers for their support in 2010, and extend my best wishes to you and yours for a happy, healthy and prosperous 2011.

Happy Holidays,

Gail B. Malcolm, FACHE, LFHIMSS



In conjunction with Philabundance, please join us for a chance to network, dine and do good.

**DATE:**

Friday, December 10, 2010

**TIME:**

7:30am - 9:30am

**LOCATION:**

UpBar @ Marathon  
929 Walnut St.  
Philadelphia, PA

**COST:**

HLNDV Members:

\$10 with Philabundance non-perishable food donation;  
\$20 without food donation

Non-members:

\$15 with Philabundance non-perishable food donation;  
\$25 without food donation

**REGISTER:**

Visit [HLNDV.org](http://HLNDV.org) for more information or to register.

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## MESSAGE FROM THE PRESIDENT-ELECT

Greetings!

The Board has been hard at work for the past several months revamping our committee and officer structure to better serve all of our members.

The initial change that was discussed last year was to extend the terms of our officers to two years from one in order to establish more continuity in the work of the Board and ultimately more support for our membership. In addition to this, the Board has also recommended a change to our committees to provide an improved framework for chapter operations.

The new committees concentrate on the areas of communications and member services in order to establish improved vehicles for dialogue among the membership, as well as a service-focused approach to member needs. Specifically, the member services team will create, conduct and analyze the annual membership survey and develop targeted programs to improve member outreach and support. The Communications Committee will focus on chapter public relations and social media use. This will include work on the newsletter, website, press releases and event photography.

These committees will replace our previous "Membership and Marketing Committee" so if you were a member of

that committee, please be thinking about which committee you would like to try out. We have started these committees working on their charters and metrics during the month of November. We are so appreciative of our leadership team that has embraced the new committee structure and volunteered to pave the way in launching these new groups.

John Kiernan and Doug Hughes will co-chair the Communications Committee and Hamish Stewart-Smith and LuAnn Klein will co-chair the Member Services Committee. We thank these chapter leaders for stepping forward to lead these new initiatives and ask for your support and feedback over the next few months on your initial reactions to the changes.

These folks will co-chair the new committees until the Nominating Committee establishes the slate of officers for membership's approval this winter.

If you have any specific questions about the changes in committee structure or other bylaws revisions, please email me at [winnc@mlhs.org](mailto:winnc@mlhs.org). Thanks again for your support of our HLNDV chapter.

Chris Winn  
President-Elect

To review the updated HLNDV By-Laws, click [here](#).

## GIVE BACK TO THE CHAPTER

Please consider service to the chapter! It's a rewarding and enjoyable way to give back and meet some terrific professionals dedicated to advancing the healthcare profession. By way of this article, we are soliciting nominations for the various positions on the Board.

These include:

President Elect

Treasurer

Secretary

Co-chair – Career Development (1 position available)

Co-chair – Events and Education (1 position available)

Co-chair – Academic Relations (1 position available)

Co-chair – Sponsorship (1 position available)

Co-chairs – Member Services (2 positions available)

Co-chairs – Communications (2 positions available)

The description for each committee is included in the bylaws which are posted on our website at [hlndv.org](http://hlndv.org).

Please let us know of your interest in serving on the Board by completing the form found on our website – [hlndv.org](http://hlndv.org) – or contacting me at [winnc@mlhs.org](mailto:winnc@mlhs.org) to discuss further. The deadline for an interest inquiry is December 27, 2010. The nominating committee will then get together and meet – providing a slate of officers for the membership to consider by early spring. (The procedure is outlined in Sections 8.7 and 8.8 of the chapter bylaws.)

Enjoy the rest of your fall and may you have a fantastic holiday season filled with joy!

All the best,  
Chris

## ADVANCEMENT TO FELLOW

### Board of Governor's Exam Study Group Off to Strong Start

By John Kiernan, Co-chair Communications Committee

The Career Development Committee reports a high turnout of members participating in the 2010-2011 Board of Governor's Exam Study Group. The Study Group, coordinated by Jerry Baker of the CDC, held its first monthly meeting in September. Each of the ten modules that comprise the BOG Exam will be reviewed over the course of the study group cycle which runs through March, 2011. Under Jerry's leadership, the program has attracted 17 members and deployed web-conferencing technology to provide remote access to study group sessions. The group continues to receive inquiries from interested HLNDV members.

In the past, study group attendance was impacted by logistical barriers attributed to the large geography of HLNDV's service area. Participants can now choose to attend in person or remotely.

"Web-conferencing has allowed us to increase participation in the study group," noted Baker. "Study group participants can contribute to study group discussions remotely. In addition, study group lectures are recorded and copied to a DVD so that the lecture can be distributed to study group members who are unable to attend each study group meeting."

Jerry was able to secure a centralized meeting location at the Perelman Center for Advanced Medicine at the University of Pennsylvania Health System through the assistance of Brad Geiger, MS, MPH, Associate Director of Operations of the Hospital of the University of Pennsylvania.

"The Hospital of the University of Pennsylvania has generously provided an excellent meeting space in the Perelman Center. The Perelman Center is not only a great meeting space, it is beyond a doubt an aesthetically designed building," added Baker.



*Jerry Baker*

The study group program is implementing a further enhancement by linking recordings of study group sessions to the HLNDV website. The study group program is an enriching educational experience and a great networking opportunity.

The following HLNDV members are currently participating in the BOG Study Group:

Trent Beach	Mia Gonzales
Alan Beatty	Jody Hanks
Barbara Bernal	Siobhan Hawthorne
Paul Casbergue	LuAnn Kline
Chuck Davis	Cynthia McConnell
Pam Decampli	Amit Mohan
Brad Geiger	Frank Schneider
Tim Gibbs	Norman Tessell
Natalie Glantz	

For more information regarding the BOG Study Group and ACHE Advancement, please contact Jerry Baker at [fellowstudy@hlndv.org](mailto:fellowstudy@hlndv.org).

## WELCOME NEW MEMBERS AND FELLOWS



### New Members

#### September

Mollie E. Beaver  
Tim Campbell  
Indranil Dasgupta, MD  
John DiAngelo  
Christopher R. Donati  
Daniel Evenchen  
Mary Agnes Fox  
Sandra Gomberg  
Ashraf Khan, MD

Matthew Magargal  
Holly L. Sherlock, PhD, RN  
Jacob Stumpf  
Susan Turner

#### October

William Bruce  
Pamela Carroll-Solomon  
Heinz J. Dommert  
Sharon Fry  
Donald R. Kaufman  
Tai D. Parks  
Seema Sood  
Jennifer Thawley  
Teaira M. Turner  
Nancy M. Valentine, PhD, RN  
Joseph Wawrzynski Jr.  
Kamilah D. Weems

#### November

Danielle A. Anderson  
Denise Murphy  
Chrystal Simms Griffin  
Michelle Sparrow

### New Fellows

#### October

Gary L. Perecko, FACHE  
Harrison Reed, FACHE  
Denise P. Spillane, FACHE

#### November

Rev. Timothy D. Rodden, FACHE

## MESSAGE FROM REGENT—EASTERN PENNSYLVANIA

Dear Colleagues:

Recently, I had the opportunity to attend the annual meeting of Delaware Valley Hospital Council of the Hospital Association of Pennsylvania at the Union League of Philadelphia. The meeting was co-sponsored by the Healthcare Leadership Network of the Delaware Valley, the local ACHE chapter.

A number of organizations and individuals were recognized for their successful work in the areas of infection control, organ procurement, and quality improvement over the past year. Of special note was the career achievement award given to the retiring CEO of the Chester County Hospital, H. L. Perry Pepper, FACHE. Mr. Pepper is currently the longest serving hospital CEO in Eastern Pennsylvania. There also were some thought provoking speakers including Raja Rajamannar, Chief Innovation and Marketing Officer for Humana and Senator Arlen Specter. Congratulations to all the award recipients and to HLNDV for a successful program.

Coming up later this fall are two programs which are worth putting on your calendar. On December 8, 2010, the EPAHEN will hold a dinner meeting at DeSales. The program offers 1.5 Category I CEU credits and should

be both informative and entertaining. Speakers will be Tom Garrity, Managing Partner, Compass Point, LLC; John (Jack) J. Lynch III, FACHE, President & CEO Main Line Health; and Robert Zimmel, VP, Human Resources, St. Luke's Hospital & Health Network.

On December 2, 2010, the Healthcare Management Forum will hold its annual meeting and student symposium at Marywood University, near Scranton. I have had the opportunity to attend this event over the past several years and it is very exciting to see these graduate students present their research projects and get feedback from folks in the industry. Daniel J. West Jr., PhD, FACHE, Steven J. Szydlowski, and Alice McDonnell, DrPH, do a terrific job of coordinating the graduate students of the ACHE Higher Education Network schools in the Northeast part of Pennsylvania, to make this a memorable evening for the students and for HMF members.

All the best for a happy holiday season, and a happy new year!

Sincerely,

James B. Burke, FACHE

Regent – Eastern Pennsylvania

## MESSAGE FROM REGENT—NEW JERSEY

Colleagues:

Every month I receive a package of letters from Chicago. The package includes notes of congratulations that I sign and send to new Members, new Fellows, and recertified Fellows. At a time when fewer organizations are paying association memberships, and with the economy as it is, you might expect individuals to forego expenses such as ACHE membership dues. It is a pleasant surprise each month as I open the package to find many new letters for me to send out. ACHE is continuing to grow. Equally impressive is how diverse our organization has become. Take for example some of the titles from this month's letters: nursing director, medical director, business office manager, HR associate, client relationship exec, and senior account manager.

Also, look at the diversity of the organizations where our new members work: hospitals, foundations, survey organizations, surgery groups, and a major pharmaceutical

company. We sure have come a long way from the days when the "H" in ACHE stood for "hospital" rather than "healthcare." Together, these two observations – increasing growth and increasing diversity – provide evidence that when it comes to senior healthcare leaders, ACHE is the place to be.

Lastly, one of my duties as your Regent is to be available to members who are in job transition. As many of you know, it is a lonely time when you are searching for a job and I'm happy to help out if I can. Our chapters also attempt to be supportive by passing on job leads they come across, but it is hard to keep up with knowing about job openings. You can help by sending me or the chapters a note when you come across an opening that might be of interest to our members. Thanks!

Terrence F. Cahill, EdD, FACHE

New Jersey Regent



*(left) Lynn C. Jones, FACHE presents Thomas P. Ferry, FACHE with the Regent's Distinguished Service Award*

*(far left) Thomas P. Ferry and attendees from the duPont Hospital for Children at the annual meeting of the DE Healthcare Association*

## MESSAGE FROM REGENT—DELAWARE

The 22nd annual Delaware Healthcare Leadership Forum was hosted by the Delaware Healthcare Association in Dover on October 14. It was a very well attended session that included several timely presentations regarding the aspects of healthcare reform that will impact us all as providers, as employers, and as consumers of healthcare.

During the full day session, we were also fortunate to have a 1.5 credit Category I session, which was a panel discussion on our hospitals' outlook regarding the impact of healthcare reform on them in the future.

I had the opportunity to recognize some affiliates with ACHE awards. Joan G. Thomas, RN, FACHE, special consultant to the President/CEO, Beebe Medical Center, received the Distinguished Service Award; Deborah L. Watson, FACHE, Vice President, Southern Region, Bayhealth Medical Center, received the Distinguished Service Award; and Patrick A. Grusenmeyer, ScD, FACHE, Senior Vice President, CCHS Cancer and Imaging Service, received the Service Award. Thanks to each of them for their service to ACHE and to all of us!

We had the exceptional opportunity to recognize two hospital CEOs who retired from their CEO roles after more than 30 years of great success in building and strengthening their respective organizations. I presented Regent Distinguished Service Awards to Mr. Dennis Klima, FACHE, who served as president and chief executive officer of Bayhealth Medical Center (Dennis' new role is strategy, health legislation, policy, mentoring, fundraising and ongoing development of Bayhealth, Inc.) and Mr. Thomas P. Ferry, FACHE, who served as chief executive

officer of Alfred I. duPont Hospital for Children (Tom's new role is as senior vice president of the Nemours Foundation). Both have made extensive contributions to their organizations, to the state of Delaware, to the ACHE, and to many of us in healthcare roles.

With ACHE being an educational and mentoring organization, I requested that each of them share one "key ingredient" of their success over their 30+ years in a key leadership role.

Dennis encouraged us all to cherish the contributions that we make in people's lives as leaders in healthcare. He encouraged us not to lose sight of this, even on the hard days, and that this will serve us all well in the days of healthcare reform that lie ahead.

Tom encouraged us to stay connected with the community we provide service to; with others in the field; and with others outside the field. By doing this, we are more effective in our roles, and we can help others to learn and grow as well. In a later presentation, Rita Landgraf, Secretary of the Delaware Department of Health and Social Services, commented that Tom was one of the healthcare leaders who reached out to her when she was new to her role, and the impact that this made on her.

I think that we received some very valuable advice that will help us all in our careers and in our lives outside of healthcare!

Lynn C. Jones, FACHE  
Delaware Regent

## 2011 REGENT AWARDS

It's time to nominate your colleagues to receive the 2011 Regents' Awards for the Pennsylvania-Eastern region which will be presented at the Tuesday, February 15, 2011 Annual Breakfast with the ACHE Regents. The two awards are Early Career Healthcare Executive and Senior Level Healthcare Executive and recognize outstanding healthcare executives in our area.

We value your input and ask that you please take a moment to visit [www.hlndv.org/news/awards/index.php](http://www.hlndv.org/news/awards/index.php) and submit your nomination to me as directed by Friday, December 10, 2010. Include the nominee's name, your

name and your phone number in the email. The website includes the nomination criteria and past winners. The Awards Committee will determine if the criteria are met so please don't stop yourself from nominating someone if you aren't certain if they meet the stated criteria.

Thank you in advance for participating and we look forward to seeing you at the Annual Breakfast with the ACHE Regents in February.

Carl E. Adkins, FACHE



*(left) Lynn C. Jones, FACHE presents Dennis E. Klima, FACHE with the Regent's Distinguished Service Award*

*(far left) Dennis E. Klima and attendees from Bayhealth Medical Center at the annual meeting of the DE Healthcare Association*

## MARK YOUR CALENDARS

### January-February, 2011

Lunchtime Webinar Series  
Details to follow

### Monday, January 17, 2011

MLK Day of Service  
Details to follow

### Friday, January 21, 2011

TUHMAA Join Event  
12:00-4:00pm  
Temple University, Alter Hall, Philadelphia, PA  
Category II status pending

### Tuesday, February 15, 2011

Breakfast with Regent  
7:00-9:30am  
The Union League  
140 S. Broad St., Philadelphia, PA

### Thursday, February 24, 2011

SIG Networking Event  
5:00-8:00pm  
Location and additional details to follow

### Tuesday, March 10, 2011

HFMA Spring Institute  
La Salle University, Philadelphia, PA  
Time and additional details to follow

### Monday, March 21-Thursday, March 24, 2011

ACHE Annual Congress  
Chicago, IL

## HLNDV SPONSOR RECOGNITION

We would like to thank the following organizations for their support as Annual Sponsors during 2010-2011. 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 following sponsors to get more information on their products and services.

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](mailto:asteelman@hss-inc.com).

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Interim management staffing for the health care industry

## NATIONAL NEWS

### Apply for Fellow and Complete Requirements by Dec. 31 to Participate in 2011 Convocation

ACHE Members who seek to take the next critical step in their healthcare management careers by advancing to Fellow and meet the application requirements (hold a master's or other advanced degree, have a minimum of two years of healthcare management experience and currently hold a healthcare management position) should apply now. Fellow applicants who successfully meet all requirements needed to attain their FACHE® credential by Dec. 31, 2010, including passing the Board of Governors Examination, will be eligible to participate in the 2011 Convocation Ceremony at the Congress on Healthcare Leadership where they will receive formal recognition by ACHE leadership and their colleagues.

Members can apply for Fellow conveniently online and learn more about the steps and requirements needed to advance at [ache.org/FACHE](http://ache.org/FACHE).

### Save the Date for 2011 Congress on Healthcare Leadership

Join us in Chicago March 21–24 for ACHE's 2011 Congress on Healthcare Leadership, the premier educational event for healthcare executives. As healthcare reform begins to unfold, this opportunity to hear from leaders in the field and network with colleagues is more important than ever.

Whether you are new to Congress or you have attended many times before, you will find it to be one of

the best values for your educational dollar and a great way to make the most of your membership in ACHE.

Join more than 4,000 of your colleagues for the premier healthcare leadership event that brings:

- \* Education on current and emerging issues
- \* More than 140 sessions of practical learning from healthcare's top leaders
- \* Opportunities to connect with your peers
- \* Career-enhancement workshops

Mark your calendars now. Registration and housing are now open.

### Job Listings Wanted for ACHE's Job Bank

ACHE's Job Bank contains more than 1,000 healthcare management listings at any given time with new jobs posted daily. ACHE is seeking to expand the Job Bank to include more positions for early careerists who are actively seeking new opportunities.

Advertise your open healthcare management positions in ACHE's Job Bank to target the most qualified candidates—from early careerists to senior-level executives. ACHE looks to you to post open positions to help ensure the Job Bank continues to be a vibrant resource for ACHE affiliates.

Jobs are posted free of charge and are only accessible to ACHE affiliates. To post positions, visit [ache.org/Careers](http://ache.org/Careers). For more information, contact Maxine Ellison at (312) 424-9446.

## ARRA READINESS IS MORE THAN JUST TECHNOLOGY

When hospitals look toward ensuring their ARRA Readiness, there's a tendency for them to focus on what technologies they will need to put in place to make that transition happen. The thinking, in many cases, is that once the relevant technology is in place, the organization will somehow magically achieve readiness. Simply purchasing the right software and expecting to achieve automatic ARRA readiness, is not unlike buying a pair of skis and expecting to become a professional skier overnight.

Obviously, for the aspiring skier, the distance between buying the skis and becoming an expert skier can be measured in skiing lessons, practice runs, and competitive involvement. For the hospital, the distance between acquiring the appropriate software and becoming ARRA-ready can be measured in actual clinical adoption and real-world use of the software, as well as all the steps and components of those two activities.

Every hospital needs to have a complete and realistic understanding of where the organization stands in terms

readiness to embrace the changes required for ARRA's definition of meaningful use, across several critical dimensions, including:

- \* Overall organizational culture
- \* Human resources
- \* Workflow
- \* Technology, and
- \* Reality

The IT department should work with all other departments in order to assess, across these critical dimensions, whether: 1. the hospital rates itself as ready; 2. there is limited risk and therefore some additional effort required, or 3. there is high risk and significant work must be done to achieve the level of readiness required.

The organization change required to achieve the adoption necessary for meaningful use is significant. Achieving meaningful use cannot be an "IT project" the entire C-suite needs to be involved.

## LOCAL NEWS



### Hospice Care Underutilized, Study Finds

The Pittsburgh Business Times reports that Allegheny General Hospital ranked the highest of Pennsylvania hospitals surveyed in the length of time patients spent in the ICU during the last month of life at 4.1 days, followed by Thomas Jefferson University Hospital, 3.3 days, and Lankenau Hospital, 3.2 days. [Read](#)

### Phoenixville Hospital Expands, Upgrades Maternity Dept.

The latest phase of Phoenixville Hospital's expansion and renovation involves redesigning the Women's Health Pavilion to all private rooms complete with amenities such as pullout sofas. [More](#) from The Mercury

### Bayhealth Partners with University of PA Orthopedics Program

Bayhealth Medical Center is partnering with the University of Pennsylvania's orthopedics program in the third such affiliation between the two medical systems, [AP reports](#).

### Dozens Suspended for Resisting Flu Shots

The Bucks County Courier Times reports that Abington Health System this week suspended without pay more than four dozen employees for failing to get a seasonal flu shot. The article also notes that Abington Health, along with the Children's Hospital of Pennsylvania, the University of Pennsylvania Health System and Main Line Health, are the only ones in Pennsylvania that mandate flu shots for all employees and volunteers. [Read](#)

### Web-Based Electronic Health Record Safety Registry Launches

Electronic health records are on the way – thanks to big financial incentives included in the stimulus bill – but they can also cause unforeseen effects and errors. [More](#) from the Wall Street Journal

### DVHC Presents Patient Safety Awards

Penn Presbyterian Medical Center received this year's patient safety award from the DVHC for its multidisciplinary approach to decreasing orthopedic surgical site infections in joint replacement. [More](#)

### Pepper Wins DVHC's Distinguished Service Award

The [Philadelphia Business Journal reports](#) that the Delaware Valley Healthcare Council presented its annual distinguished service award to H.L. Perry Pepper, retiring CEO of Chester County Hospital and Health System.

## DOS AND DON'TS FOR CRITIQUING EMPLOYEE EFFECTIVENESS

As a manager, it's part of your job to critique employees. The trick to being a good manager is knowing how to give constructive criticism. Here are some tactics to remember:

- Schedule the "criticism meeting" one day later than you want to. Force yourself to take that extra time to think the situation through carefully. Most criticism that goes terribly awry is the result of doing it too quickly.
- Don't bring other people into it. Many managers, in order to try to "prove their point," bring in "witnesses"—other employees who will agree with what the manager has to say. Not only will this divide your team, but it's highly uncomfortable for everyone involved.
- Although it's good to wait a little while, don't avoid the problem. Giving yourself some time to think things through and come up with a plan is not the same as letting the problem linger for days, weeks, or even months.
- When you criticize, don't compare. Comparing one employee unfavorably with another employee doesn't do any good, because they're not the same people. And the employee you are criticizing will resent both you and your "favorite" employee.
- Be specific when you criticize. For example, don't tell someone that she "doesn't follow through on projects"—unless you can point to specific examples.

Schedule a joint feedback session when you find yourself at a communication impasse with a colleague or employee. Sit down with your colleague, with a piece of paper in front of each of you bearing the headings "Do more of," "Do less of" and "Keep the same." Under each heading on your paper, write behaviors of yours that you believe your colleague would put in that category for you.

Meanwhile, your colleague should do the same on the other paper, listing behaviors that the person believes you would place in those categories for him. Then, look at the other's self-described behavior and say which you agree with, which you disagree with and what you would like to add.

Finish by selecting three behaviors from that final list that you will begin to change immediately. That shows your commitment to improving the relationship.

Adapted from Communication Solutions, August 2010; (800) 878-5331; [www.managementresources.com](http://www.managementresources.com).



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