

GPHA UPDATE

A publication of the Greater Philadelphia Health Assembly - Volume IV, Number 2 - January 2004

An independent, officially-designated healthcare executive group of ACHE

A MESSAGE FROM THE PRESIDENT



You can never imagine how much work goes into providing services to the 255 members (and counting) of the Greater Philadelphia Health Assembly. First, there is the ongoing process of coordinating our database. Our outstanding database administrator, Roy Harker, has organized the

GPHA records so that we can identify our current members, past members, student members, faculty, and, of course our future members from the American College of Healthcare Executives. We are also able to indicate which of our members are also ACHE affiliates and their ACHE status.

Then there are GPHA's membership and marketing services, developed and managed by the Membership/Marketing Committee under the superior leadership of Wendy Angst and new co-chair Gail Malcolm. This team makes sure that you receive membership materials that are useful and appealing. When you think of the Membership/Marketing Committee, think of this newsletter, our brochures, membership application, web site (www.gpha.net) and web services, and our very popular networking socials. Thank these folks for developing online membership applications and online membership renewal. And keep your eyes open for our "members only" area to include an online membership directory and job bulletin.

GPHA's excellent educational programs and organizational meetings are produced by the Events and Education Committee, guided by Rebecca Anwar and Margaret Greenaway-Chaplin. They are the folks who bring you our educational programs (they are developing a super program for April 27), most of which allow you to receive ACHE Category II credits, the annual Breakfast with the Regents (mark your calendar for February 10), and the Annual Business Meeting and Social Event (don't put your pencil

Continued on page 2

GPHA Membership Drive

By Wendy Angst

Hard to believe that 2003 has ended, but here we are, in the middle of January 2004 already! With the start of the New Year come many personal promises, generally health related, like eating better or exercising more. But let us not forget those professional promises too! The promise to help advance your career, to keep your finger on the pulse of health care happenings, and to, expand and maintain your network with other health care executives. Yes, I am talking about RENEWING YOUR GPHA MEMBERSHIP!!!

As I'm sure you are all aware, GPHA is the only Healthcare Executive professional organization in Southeastern PA, DE, and Southern NJ. GPHA is also the only affiliate of the American College of Healthcare Executives in our area. And shortly, will become a Charter Chapter of ACHE.

By renewing your membership to GPHA now, you will ensure uninterrupted member benefits, as well as the other outstanding perks only available to members of GPHA.

- Networking Opportunities
- Discounts on Educational Programs
- Electronic Job Bulletin
- Online Directory of Members
- Mentorship Program
- Opportunities to participate in the development of GPHA and the community at-large
- Local access to ACHE programs, products and services

And if you recruit two new members, we will send you a pass to attend the next GPHA program absolutely free! And any brand new member will also receive a pass to attend the next GPHA program absolutely free!

So don't delay. Join the other 250+ healthcare executives in our area by maintaining your membership with GPHA. You can renew your membership now online at www.gpha.net, or print out the application and mail it in.

We look forward to serving you in 2004!

For specific inquiries, please contact Wendy Angst, Chairperson of the Membership/Marketing Committee at Wendy.Angst@gpha.net.

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GPHA

CALENDAR OF EVENTS

January 28

Delaware RAC meeting 3-5 pm

February 10

Breakfast with the Regents and
GPHA Name Change Announcement

March 1-4

ACHE Conference on Healthcare Management
Chicago, IL

April 27

TBA (program committee)

May 17-20

ACHE Cluster Program
Baltimore, MD

June 17

Annual Business and social (program committee)

August 16-19

ACHE Cluster Program
Williamsburg, VA

September 29-October 1

ACHE Leadership Development Institute
Baltimore, MD

October 4-7

ACHE Cluster Program
New York, NY

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A Message from the President *Continued from Page 1*

away. It's on June 17.) Coming soon will be an on-location ACHE Category I program. GPHA's educational programs always receive high marks for the topics offered, the quality and expertise of our presenters, and of course the great food.

No doubt you value GPHA's networking and career development opportunities. For these, you rely on the Career Development Committee. Melissa Schrier and her fantastic team coordinate GPHA's very popular e-job bulletin (did I mention this will soon be online at www.gpha.net?), ACHE advancement programs, GPHA's local mentoring initiative, and our annual Administrative Achievement Award.

You probably aren't even aware that Bob Hill, GPHA's Treasurer, chairs GPHA's Finance Committee. Someone has to organize our annual budget, financial records, tax returns, investment strategies, audit processes, and dues structure. The Finance Committee has recently created electronic financial records to make our financial reporting quick and easy. They deserve our appreciation for ensuring that controls and safeguards are in place to protect GPHA's assets.

Our Director-at Large, Christie Markham, has just completed GPHA's Strategic Plan for the next three years. Christie and her assistants did an incredible job developing a very exciting plan that is designed to allow us to bring more and better services to GPHA's members.

Included in our Plan is the formation of the Educational Relations Committee to establish opportunities for GPHA to enhance our interactions with students and faculty in the local undergraduate and graduate healthcare management programs.

Of course, our members always look forward to participating in the process of nominating the next year's slate of officers. Michael George, GPHA's President-elect, will be chairing the Nominating Committee and coordinating the nominating and election effort.

And who keeps track of all of this? Why, Dennis Skrajewski, GPHA's superb Secretary, of course. Dennis prepares the minutes of our meetings, records all votes of the organization, keeps the corporate records, and organizes our master schedule.

Of course we cannot forget that GPHA will soon be designated an Inaugural Chapter of the American College of Healthcare Executives and we will be the only ACHE Chapter in Southeastern Pennsylvania, Delaware, and Southern New Jersey. We will become one of the largest ACHE chapters in the country offering ACHE's outstanding programs, products, and services to nearly 1,000 GPHA and ACHE members locally. The official announcement will be made at the ACHE Congress on Healthcare Management (keep those calendars

Continued on page 3

A Message from the President
Continued from Page 2

out... it is in Chicago from March 1-4, 2004). This has been quite a journey that has included two years of review and discussion with ACHE, support, guidance, and advocacy by the four area ACHE Regents, preparation of appropriate records and documentation by the GPHA's committees and a complete revision of GPHA's Bylaws thanks to a spectacular effort by our Past-President, Doug Metcalfe.

That's not enough? You want more? How about our new name? It is... Sorry, you'll have to wait until the Breakfast with the Regents event on February 10. We thought it would be fun to announce our new name when we are presented as a new ACHE Chapter. Thanks to those of you who participated in our focus groups moderated by Elayne Howard & Associates, a strategic marketing consulting firm in Bensalem. I can tell you that our new name conveys our broad geographic area (from the Jersey Shore to Southeastern Pennsylvania to Southern Delaware) and all the levels of healthcare management professionals we serve. Can't wait? OK, I'll give you a hint. It does not have the word "Greater" in it. Care to take a guess? E-mail me at adam.ingle@jefferson.edu with what you think is our new name.

GPHA's Committee Chairs, Director-at-Large, Treasurer, Secretary, President-elect, and Past-President are all wonderful and hard-working leaders of your professional organization. Yet none of this can get done without the efforts of lots of dedicated volunteers. The only way we can provide you with the best educational programs, networking opportunities, and professional development and mentoring services, is with your participation in your professional organization. Please consider giving some time to a GPHA committee to help us grow GPHA. And remember that if you are considering advancing to ACHE Diplomate or Fellow, you are required to show active participation in healthcare professional organizations. There is no application to complete to work on a GPHA committee; all you have to do is ask.

We encourage you to join both GPHA and ACHE to enjoy the full slate of benefits offered by both organizations. Of course, GPHA members are always welcome to attend ACHE programs, and ACHE members are always welcome to attend GPHA programs. But, only members of these organizations can enjoy the full benefits of membership, including discounted fees on programs, GPHA's e-mail Job Bulletin and ACHE's online Job Bank, and GPHA's local and ACHE's national mentoring programs.

If you would like applications for membership, they are available at www.gpha.net and www.ache.org. If you would like any other information, please speak to one of the GPHA Board Members or ACHE Regents (our contact information is in a box on the last page

Strategic Direction for GPHA

By Christie Markham

In 2003, GPHA embarked on a process to develop the organization's first formal strategic plan. This strategic planning process was designed to help further GPHA's goal to be a vibrant professional association relevant to today's health care professionals. Early in the planning process, GPHA made a decision to become an officially designated local chapter of the American College of Health Care Executives (ACHE) through ACHE's Partners for Success initiative. This decision significantly influenced the direction and pace of change called for over the three year planning horizon.

The core elements of the strategic plan are summarized below.

Mission: Promoting professional growth and development in health-care management in the Delaware Valley

Vision: Vibrant professional association offering robust professional education, networking and career development services to health care management professionals throughout the greater Delaware Valley region

Proposed Goals (2004-2006)

1. ACHE Chapter Status

- GPHA is widely recognized as a model ACHE Chapter

2. Membership Growth

- GPHA successfully recruits 350+ members by 2006

3. Leadership and Involvement

- GPHA board, committees and regional planning councils filled with a diverse array of actively involved professionals

4. Financial Resources

- GPHA has sufficient financial resources to achieve the vision and goals

For more information about the plan, please contact Christie Markham at (215) 636-3500 extension 102 or cmarkham@hss-inc.com.

ACHE/GPHA Mentoring Program

By Carl Adkins

Over the past two years, the American College of Healthcare Executives (ACHE) Regent's Advisory Council and the Greater Philadelphia Health Assembly (GPHA) joined together to develop a Mentoring Program to expand opportunities for learning and professional development for Delaware Valley ACHE and GPHA members. This service, available now through the GPHA Career Development Committee, is intended for all levels – students, early careerists, middle managers, executives in transition, senior executives – and is designed to promote professionalism and leadership in healthcare management, as well as advancement in ACHE and greater involvement in GPHA and ACHE.

The Mentoring Program offers assistance in establishing a traditional one-to-one mentoring experience. Mentoring partnerships initially will be established with a specific purpose and for a limited time; however, successful mentoring partners are encouraged to continue their relationship as long as they wish. It is expected that participants will meet face-to-face as often as possible, but the use of contemporary communication tools, such as e-mail, is encouraged. In this way, mentoring partnerships can develop on a personal level but can grow even though the individuals may be in different parts of the region. Recent participants in the Program have commented: "It has been a positive experience – I received candid feedback and direction;" "Things are going well – I appreciate the advice my mentor has given."

ACHE and GPHA members interested in finding or becoming a mentor must complete and file a Mentor or Mentee Profile form. The profile provides essential information for creating promising matches between volunteer mentors and mentee applicants. After an appropriate match is made with the approval of both mentor and mentee, the mentor will receive a guidebook, including ACHE and GPHA resources, to enhance the mentoring relationship. After the mentoring partners have worked together for one year, the Mentoring Program will ask each participant to complete an evaluation of the process. However, neither ACHE nor GPHA will attempt to manage or mediate relationships once a partnership is established.

For more information or to obtain a Mentor or Mentee Profile form, please contact Carl Adkins at 609-599-5035 or cadkins@che-east.org.

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Career Resources on the Internet

The following sites contain information to assist in career enhancement, employment searches and professional development. Information and opportunities in the Delaware Valley region are included in some of these web sites.

ABINGTON MEMORIAL HOSPITAL: WWW.AMH.ORG (215) 481-2654

ALFRED I. DUPONT HOSPITAL FOR CHILDREN: WWW.NEMOURS.ORG
(302) 651-6117

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES: WWW.ACHE.ORG

CAPITAL HEALTH SYSTEM: WWW.CAPITALHEALTH.ORG

CHESTER COUNTY HOSPITAL: WWW.CCHOSP.COM (610) 430-2903

CHESTNUT HILL HOSPITAL: WWW.CHH.ORG (215) 248-8600

CHILDREN'S HOSPITAL OF PHILADELPHIA: WWW.CAREERS.CHOP.EDU
(800) 649-8254

CHRISTIANA CARE: WWW.CHRISTIANACARE.ORG (800) 999-9169

DOYLESTOWN HOSPITAL: WWW.DH.ORG (215) 345-2538

FOX CHASE CANCER CENTER: WWW.FCCC.EDU (215) 728-5300

HOLY REDEEMER HEALTH SYSTEM: WWW.HOLYREDEEMER.COM
(800) 499-HIRE

HOSPITAL OF THE UNIVERSITY OF

PENNSYLVANIA: WWW.MED.UPENN.EDU/PHP/JOBS
(215) 615-2688

OUR LADY OF LOURDES: WWW.LOURDESNET.ORG (856) 757-3202

JEFFERSON HEALTH SYSTEM HAS EMPLOYMENT OPPORTUNITIES FOR ALL THE FOLLOWING MEMBERS OF THE HEALTH SYSTEM AT WWW.EMPLOYMENT.TJU.EDU AND THE JOB HOTLINE: (215) 503-8313 UNLESS OTHERWISE NOTED:

ALBERT EINSTEIN HEALTHCARE NETWORK

BRYN MAWR HOSPITAL

BRYN MAWR REHAB

FRANKFORD HEALTH CARE SYSTEM (215) 831-2382

GREAT VALLEY HEALTH

LANKENAU HOSPITAL

MAGEE REHABILITATION

MAIN LINE HEALTH; CLINICAL LABS

METHODIST HOSPITAL

PAOLI MEMORIAL HOSPITAL

THOMAS JEFFERSON UNIVERSITY; HEALTH SYSTEM; HOSPITAL

If you have any sites to add to this list, please contact Melissa Shrier at M_Schrier@fccc.edu.

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GPHA MEMBER HIGHLIGHT

Membership Profile:

Joan G. Thomas, RN, MS, CHE

As a child growing up in South Jersey, I was deeply influenced by parents who generously served a small rural community through their church. My three sisters and I were always included in their volunteer efforts of helping others and we were moved by the experience. So, a professional career which focused on caring and service seemed a natural choice. My experiences as a Registered Nurse, have taken me on path that has been both exciting and unique. When reflecting on a significant event that shaped my career, one occasion comes to mind. It occurred early in my career on a cold blustery Christmas Eve. I was working with a team of nurses and physicians trying to stabilize and prepare an elderly gentleman for emergency surgery. It was an extremely intense and dramatic evening, but the outcome was rewarding. Surgery was performed and the gentleman survived. The following Christmas Eve and many Eves later, this gentleman called to wish me a Merry Christmas and to thank me for my role in saving his life. This gentleman died many years later, but the memory of the lesson he taught me still lives. As both a nurse and later a healthcare executive, I believe that we all are entrusted with the privilege of providing loving, respectful, and competent service to human kind.

These are challenging and difficult times for healthcare executives. Cover stories, in industry journals feature stories on declining reimbursement issues and unscrupulous leaders being indicted for trying to beat the system. Professional organizations which focus values, ethics, competency, and servant leadership provide ongoing opportunities for health care professionals to develop truly ethical and competent skills. Healthcare issues are continuously changing and leadership development should be a dynamic process. As a member of the American College of Healthcare Executives and its affiliated chapter the Greater Philadelphia Healthcare Assembly, I have benefited from ongoing educational programs that improved both my knowledge base and strengthened my skill set. In addition, the networking and mentoring opportunities are numerous and diverse. The business of improving the health of our community is complex and it is easy to lose sight of our mission. By being part of a professional organization that is both committed to values and high ethical standards and affords us the opportunity to collaborate with other colleagues in the health care field, we can more effectively serve our communities and be reminded of the special privilege we have of serving human kind.

Joan G. Thomas, RN, MS, CHE

Joan Thomas is currently the Senior Vice President of Facilities and Services at Christiana Care Health System which is located in Wilmington, DE. In this position, she reports to the Chief Operating Officer and oversees facilities and support services for three cam-

pus locations. Joan is a Diplomate of the American College of Healthcare Executives and is the Regent for Delaware. She is a Board member of the Henrietta Johnson Medical Center and the Visiting Committee of the College of Health and Nursing Sciences, University of Delaware. Honors received include the University of Delaware presidential Citation for Outstanding Achievement in 1996.

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Adrienne Kirby, Ph.D., FACHE, RN

Adrienne Kirby, Ph.D., FACHE, R.N., earned her BSN degree from Rutgers in 1979 and an MSN degree from the University of Pennsylvania in 1984. She later went on to earn her Ph.D. from the University of Pennsylvania in 1996. She is a Certified Healthcare Executive and a Fellow in the American College of Healthcare Executives. She also serves as the Regent for South Jersey for ACHE.

Kirby began her career as an obstetrics and neonatal nurse in 1979 at the Hospital of the University of Pennsylvania, and by 1984, she had been promoted to a Nurse Manager of the OB/GYN Unit at Virtua West Jersey Hospital in Voorhees. At the same time, she became a clinical instructor at Thomas Jefferson University School of Nursing and has subsequently held a number of teaching positions at Hahnemann University Medical School, University of Pennsylvania School of Nursing, and the University of Delaware College of Nursing.

After holding several clinical positions in maternal-child health at Hahnemann University Hospital, Kirby became the Associate Clinical Director for obstetrical and neonatal nursing at the University of Pennsylvania Medical Center. While at Penn, she enrolled in a doctoral program and became involved in an international health care policy project. Kirby served as a member of a multi-disciplinary partnership between the American International Health Alliance and the University of Pennsylvania, working with health care leaders from the city of Kiev, Ukraine to decrease infant mortality and improve maternal health services in Kiev. As part of that project, Kirby traveled to Kiev to oversee the implementation of programs to improve health care for women and children in the former Soviet Union.

In 1995, Kirby went on to become the Director of Patient Care Services for Women's and Children's Health at Christiana Hospital in Delaware. In 1997, she was promoted to the position of Vice President of Operations Improvement at Christiana and in 1999 she joined Virtua Health as Vice President of Programs of Excellence. After two years in that position, she was named Chief Operating Officer of the Virtua West Jersey Hospital -

Continued on page 9

To get to know our members better we will be highlighting at least 2 members in each newsletter. Please contact Wendy Angst at wangst@gpha.net if you are interested in being highlighted.

ACHE NEWS CORNER

MESSAGE FROM THE REGENTS

The implementation phase of our local ACHE chapter model is well underway. We are enjoying a closer working relationship with GPHA and look forward to the exciting synergy this new structure will allow – and improved communications and service to ACHE affiliates in our area. The GPHA name change project is nearly concluded, and other exciting developments will be announced this fall. The annual membership drive for GPHA is underway; to fully reap the benefits of your professional association, we urge all affiliates to visit the GPHA website, <http://gpha.net> and complete your membership application for the 2004 calendar year. As always, please contact either of us if you have questions or suggestions for how ACHE can better meet your needs.

UPCOMING EVENTS

SAVE THE DATE of February 10, 2003 for the annual Southeastern Pennsylvania Breakfast with the Regents. Also, GPHA will be announcing their name change at this meeting. Watch for the program announcement later in the year. Also take note that the date of the ACHE Annual Congress has been moved up in 2004, to March 1-4, in Chicago. Online registration is now available at http://www.ache.org/Cong2004/Congress_Registration/loginbox.cfm

ADVANCEMENT SUPPORT

Are you considering advancement in your ACHE credentials? Advancement to Diplomate is more convenient than ever, now that the Board of Governors exam is available year-round at local Prometric testing centers. Please check out the ACHE website for more information on your eligibility and the application process: <http://www.ache.org/membership/AdvtoDiplomate/advtodiplomate.cfm>. You also don't have to navigate the process alone – it's not too late to join the local Diplomate Advancement support group, coordinated by Rieke Baize. Over a dozen local ACHE members have come together as a study group to bone up on healthcare management topics and prepare for the certification exam using ACHE's tutorial materials. Space is available and all are welcome to attend the study group sessions, which have been scheduled on a series of Thursday evenings from 6:00 PM – 8:00 PM in the Surgery Classroom 7401 at Drexel University New College Building at 15th & Vine Sts. in Philadelphia. The remaining schedule of dates and topics to be covered is as follows:

12/4/03	Healthcare general section
12/18/03	Business (tentative)
1/8/04	Governance & Organizational Structure
1/22/04	Professionalism & Ethics
2/5/04	Quality & Performance Improvement
2/19/04	Finance - Part 1
2/26/04	Finance - Part 2 and Summary Conclusion (All Topics)

Please contact Rieke Baize, Study Group Coordinator, at

rbaize@hotmail.com or (856) 802-3133 with any questions.

For Diplomates interested in advancing to Fellow status, support is also on the way! Response has been great for the support group organized by Dennis Skrajewski, CHE. Through a conference call and e-mail network, 14 local affiliates will be supporting each other as they begin the journey to Fellowship. Among the group are members pursuing all 3 options for fellowship projects – case studies, thesis, and mentorship. The next conference call is scheduled for Tuesday, December 9, 2003, at 9 a.m. New interest is welcome; please contact Dennis Skrajewski at (610) 219-1631 or dskrjewski@comcast.net if you'd like to join.

MEMBER NEWS

Congratulations to the following individuals who have recently recertified as Fellows:

George E. Miller, FACHE
Robert E. Pezzoli, FACHE

Congratulations to the following individuals who have recently recertified as Diplomates:

Michele M. Volpe, CHE
Bernadette M. Mangan, CHE
Andrew E. Harris, CHE
Gail B. Malcolm, CHE

Welcome to the following individuals who have recently been admitted to Member status:

Members - Area A

Matthew E. Eberhart
Timothy H. Graham
Kristin M. Greenstreet
Alison J. Heightchew
Deborah L. Hetrick
April Hollis
Andrea Howard
Leonard S. Kahn
Richard Kramer
Robin McAlpine
David Morden
Mark Ruggiero
Donna Smith, R.N.
Alan T. Van Meter
James Wilson

Members - Area E

Todd W. McQueston
Kayode E. Balogun
Stephen W. Forney
Verdi J. DiSesa, M.D.
Laura J. Wood, R.N.
Larissa Yannaccone
Christopher Mariotti, R.N.
Tai D. Parks
Irene Bleheim
Debra I. Kent
Alan P. Richman
Frank Rowe
Julie Sarmanian

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Tips for Successful Strategic Planning

Christine H. Markham, CHE, CHC
 Manager
 Health Strategies & Solutions, Inc.
 cmarkham@hss-inc.com

“Strategic planning refers to a process for defining organizational objectives, implementing strategies to achieve those objectives, and measuring the effectiveness of those strategies.” Campbell, A.B. 1993. “Strategic Planning in HealthCare: Methods and Applications.” *Quality Management in Health Care* 1 (4):13

Today’s turbulent environment seriously complicates the best efforts to plan for the future. It is tempting to conclude that it is impossible to predict the future and therefore it is best to simply respond as things happen. However, the risks with that approach are tremendous. Failure to plan for the future leaves an organization in a vulnerable position, often resulting in a defensive posture as competitors nibble away at key product lines and geographic markets.

Strategic planning in simple terms defines: (1) where are we now?; (2) where should we be going?; and (3) how do we get there? Strategic planning provides important guidance to health care leaders faced with a multitude of decisions every day. A strategic plan can be the tool used to measure progress towards a specific outcome, enhance consistency of decision making, and encourage communication and coordination within the organization. Many use strategic planning as an important mechanism for innovation and creative thinking about how to meet the challenges of a complex and changing environment.

A few tips for successful strategic planning are included below:

Tip #1: Organize for strategic planning. Planning objectives, process, roles/responsibilities, schedule, information needs, and past strategies are all important topics that should be discussed before planning begins. Skipping any of these can lead to a disorganized and frustrating process for participants. A well organized planning process allows leaders to focus on stimulating “new thinking” and reinforcing a future orientation, both of which lead to more thorough and innovative results.

Tip #2: Involve the appropriate people in the process. Who the appropriate people are in a given planning process can vary. Typical participants in strategic planning are board, medical staff and administrative leaders. More involvement is not always better – it is possible to lose momentum and enthusiasm if the process is too cumbersome. In addition, there needs to be a differentiation between a highly participative process that actively encourages input from one where priorities are set by popular opinion. Unfortunately, some of the most important and necessary strategies may not be “popular.”

Tip #3: Do not fall prey to paralysis of analysis. The most common pitfall of any planning process is to get buried in the data. The purpose of the analysis is to provide a sense of context, help to identify issues, and evaluate potential strategies. Build on rather than duplicate previously developed analyses. Set timeframes and stick to them. Focus on the information that what would make a difference to the strategic decision at hand.

Tip #4: Be externally-oriented. Industry has been doing this for years, but this is a relatively new concept in health care strategic planning. It is easier to quantify and analyze information about your organization, patients and physicians. External market analysis deserves the highest attention and focus in the strategic planning process. A successful strategy defines how you want to be positioned relative to what the community needs and what competitors are doing.

Tip #5: Focus, focus, focus. A plan that has 25 priorities essentially has no priorities. The environmental assessment should define a limited number of critical issues that must be addressed over the planning horizon. Ideally, plans should have three to six major goals that establish the framework for plan monitoring and incentives for performance. There will be many other actions that must be taken for the ongoing operation of your organization, but strategic planning should focus on those that make the most impact on long-term organizational success.

WANTED: Member Input

The GPHA Update is one of GPHA’s primary marketing tools and methods of providing information to you, our members. The newsletter is mailed to GPHA’s 250+ members, and circulated even further amongst member’s friends and colleagues. The GPHA newsletter seeks to inform, educate and inspire – and who better to help contribute to this mission than you, the members of GPHA.

We are asking all members of GPHA to pass along any contributions you may have. If you are interested in contributing an article, or have an idea for articles you would like to see, please email Wendy Angst, Chair of GPHA Membership/Marketing Committee at Wendy.Angst@GPHA.net. We will do our best to use the material you provide.

The newsletter is published every 3 months, so don’t delay!

Interviewing for Success

By Amy Taylor O'Brien, Professional Recruiter,
Abington Memorial Hospital

Interviewing can be a very intimidating process. You want to make a good first impression, even though you might be a little nervous! So, take a deep breath, count to ten, and try some of these tips for interviewing for success!

Always be prepared! Try not to schedule the interview before or after any other appointments. Arrive on time for the appointment and bring several copies of your resume to the interview because you never know how many people you may be meeting and you want to have a copy for everyone.

Dress comfortably but in a way that portrays professionalism and confidence. Wear a conservative suit, if possible. You don't want to be too flashy or trendy in an interview. Don't wear too much jewelry or perfume/cologne. You want to keep the focus on your job abilities, not the outfit you are wearing or your odor. You can still practice good hygiene without being overpowering.

Be prepared for the interview by researching the company. The internet is a great resource, as most companies have a web page that will provide you with details. Other good sources of information include the Better Business Bureau or the Chamber of Commerce, and even your contacts at the GPHA or other organizations that you belong to. The more you know about the culture, environment and the mission and goals of the company the better prepared you will be to both answer and ask relative questions.

Contact your references before you interview to make sure they are aware that they might receive a phone call or request and that they are willing to give a reference. Once you receive approval, type out a sheet that includes reference name, phone number, address, and e-mail information, if available. References should be professional contacts such as supervisors, professors, or committee heads that are business-related, unless otherwise indicated by the interviewer. You should pick references that can speak to your work history.

Practice makes perfect when it comes to interviewing! Prepare some questions that you think might be asked and practice answering them. Examples include: "What are your strengths?"; "What are your weaknesses?"; "Give an example of a time that you showed initiative."; "What areas do you think you need to improve?"; "What would your co-workers and supervisors say about you?"; "Why do you want to work here?" Be prepared to give examples of how you have handled situations in the past and how you would handle scenarios in the future. Behavioral interviewing techniques are used frequently so interviewers are looking for more than just your surface answer. Also, be prepared to do

peer interviewing with other members of the department that you may be supervising or working alongside. Don't forget to ask the interviewer questions. Come to the interview prepared with at least three to five questions. This shows that you took the time to think about the position and that you are serious about it.

Lastly, just relax and enjoy the interview process. Your skills will speak for themselves. As long as your resume is accurate, you should be able to talk freely about it. Remember that an interview is a chance to sell yourself. Don't be afraid to share your skills and accomplishments but be careful about sounding arrogant- it is a fine line. Good luck!

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www.GPHA.net

By Susan Milner

Could any of us have predicted twenty or even ten years ago how dependent our professional and personal lives would be on web access? Web sites and Internet access have become essential tools for communicating information and connecting to people and resources critical for our professional lives. The GPHA website, www.gpha.net, is no exception.

Thanks to the valuable feedback provided by GPHA members in the 2003 GPHA Membership Survey, GPHA.net continues to increase available member services and resources. Your input confirmed the need for some of the plans already underway, while helping us to plan for additional growth and development.

Current services include:

- Online membership application – including the ability to pay directly online, or to print the application and pay via standard mail
- On-line registration for events and programs – including the ability to pay online
- GPHA and ACHE announcements
- Organizational information on GPHA

The new service due to launch in February 2004, is the 'Members Only' section of GPHA.net. The first phase of the Members Only section will provide a directory of GPHA members and access to the GPHA Job Bulletin. Log on now to GPHA.net to establish your password.

If you have suggestions to help make the GPHA website more useful to our members, please send them to Wendy.Angst@GPHA.com.

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Member Profile: Adrienne Kirby

Continued from Page 5

Voorhees, and also continued to serve as Vice President of Women's and Children's Services for Virtua which has over 7,000 births annually.

At Virtua, Kirby is responsible for running the daily operations of a 300 bed hospital. Kirby provides the strategic and operational leadership required to manage over 1000 employees, oversee a large budget and maintain the highest level of clinical quality and service excellence. She is also responsible for strategic business development to support the growth of the Voorhees Hospital and the women's and children's programs for all of Virtua.

In her two year tenure as COO, Voorhees Hospital has seen significant growth in key areas including a 19% growth in high risk pregnancy services, 4% increase in births, 16% increase in gynecologic surgeries and a 21% increase in pediatric surgical procedures. These increases have occurred at a time when the demographics for these patient populations in the surrounding community are relatively flat. Kirby's approach has been to attract patients by filling gaps in services and providing accessible high quality care and services in the community.

For example, Kirby recognized that because of a lack of specialists in several key medical and surgical specialties, children in the area had to travel out of state to access specialty care. As a result of her efforts, a partnership between Virtua and the A.I. duPont Hospital for Children was developed to bring pediatric specialists to South Jersey. Through the Virtua duPont Children's Health program, South Jersey's parents can access in their communities both medical and surgical specialists to treat complex medical conditions such as congenital heart disorders, diabetes, GI disorders and other complicated diagnoses.

Throughout her career, Kirby has demonstrated a tremendous dedication to doing more for the women and children in her community than simply what was required as part of her position. One of Kirby's most important achievements was to spearhead the efforts to provide comprehensive newborn screenings to infants in the State of New Jersey to test for 30 metabolic disorders that, if left undiagnosed, could result in devastating neurological disabilities and, potentially, even death. Working with Mindy Rosen, the President of the National Urea Cycle Disorders Foundation and a leading advocate for newborn screenings, Kirby promoted the passage of legislation that requires the screenings at every hospital in the State.

Because of Kirby's leadership, Virtua was the first healthcare system in South Jersey to provide the screenings for the 7,000 babies born at its facilities, even before it was state-mandated. Today, Virtua continues to provide more screenings than required by the state and is one of the few organizations to meet March of Dimes

recommendations for newborn screening. Kirby stands behind Virtua's ongoing investment in this program because she believes that "when you deliver over 7,000 babies a year, you have a tremendous obligation to the families and community you serve."

Kirby also led the way for one of the region's most innovative approaches to dealing with depression in new mothers. Virtua's Perinatal Depression Program consists of screening new mothers while they are still in the hospital and following up with them once they go home. The objective is to circumvent the devastating effects of postpartum depression which have been so prominent in the news over the last few years. Again, Kirby has successfully led the development of a program that will positively impact the women in her community long after they leave the hospital.

Community Involvement

American College of Healthcare Executives, elected Regent of Southern New Jersey - serves in an elected position representing Southern New Jersey Health Care Executives at the national level.

Board Member, Girl Scouts of Camden County - serves on the corporate advisory committee with other business leader to provide fiscal leadership and strategic planning support.

Past Board Member, Cerebral Palsy of NJ Association

Past Board Member, Perinatal Cooperative of Southern New Jersey

Past Board Member, Ronald McDonald House, Delaware

Past Board Member, March of Dimes, Delaware

Awards and Milestones

2003 Woman of Distinction Award, award presented to 25 women from the region by the Philadelphia Business Journal and the National Association of Women Business Owners.

2003 Alumnus of the Year, Haddon Heights High School

2001 National Urea Cycle Disorders Foundation and Tyler for Life Foundation award for the development and implementation of Comprehensive Newborn Screening Program in the State of New Jersey.

"22 People to Watch", October 2002 edition of South Jersey Magazine.

1994 Philadelphia Fire Department and Hospital Fire Marshall Association Award for the development and implementation of a program to distribute smoke detectors to new mothers delivering at the Hospital of the University of Pennsylvania. The program has served as the model for similar programs initiated by the Philadelphia Fire Department at other hospitals.

Sigma Theta Tau, National Nursing Honor Society, 1980.

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Greater Philadelphia Health Assembly

Wendy Angst, Editor

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