



## A Message from the President

### Healthcare Leadership Network of the Delaware Valley Announces New Board of Directors for the 2004/2005 Term



Michael George, CHE  
President-Elect

**C**ongratulations to the following members of the Healthcare Leadership Network of the Delaware Valley, who have been elected Board Members for the 2004/2005 term.

President: **Michael George, CHE**, Chief Operating Officer, PENN Medicine at Radnor

President-Elect: **Warren Lyons, FACHE**, Director, Operations Support, Temple University Health System

Past President: **Adam Engle, CHE**, Senior Associate, Korn/Ferry International

Treasurer: **Robert F. Hill, Jr., CHE**, Manager, Health Strategies & Solutions

Secretary: **Thomas Skorup**, Director, Health Systems Group, ECRI

Co-Chairs, Career Development Committee:

**Lori Sroka**, Healthcare Business Development Manager, Johnson Controls, Inc.

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

Co-Chairs, Membership & Marketing Committee:

**Gail Malcolm, CHE**, Product Marketing Manager, MEDecision

**David Long**, Operations Director, Silver Springs

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## Healthcare Leadership Network of the Delaware Valley

### 2004 Report to the Annual Meeting "The Year in Review"

Presented By

Adam S. Engle, CHE, Past-President, Healthcare Leadership Network of the Delaware Valley

**W**e concluded one of the most significant years in the 27 year history of the Healthcare Leadership Network of the Delaware Valley. We began the year as the Greater Philadelphia Health Assembly, an independent affiliate of the American College of Healthcare Executives providing services to approximately 250 members. Today, we have a new name and are a fully chartered Chapter of ACHE with the responsibility of providing programs, products, services, and support to almost 1,000 Healthcare Leadership Network and ACHE members in 15 counties in 3 states. We are one of 60 chapters in the country; one of only 20 with full chapter designation; one of only 2 serving ACHE members in 2 states; and, the only one serving ACHE members in 3 states.

Our accomplishments and activities over this past year have been focused on creating our new identity, forming a closer bond with ACHE, and preparing to offer more, and more valuable services to our members.

#### Healthcare Leadership Network Goals for 2004

- Achieve ACHE Local Chapter status
- Strengthen our Membership Roles
- Broaden our membership Diversity
- Improve Committee Membership
- Strengthen our Financial Infrastructure

The following highlights our activities and accomplishments over the past year:

- ACHE Local Chapter Status
  - Received full chapter designation
  - Revised the Bylaws
- Added Education Relations Committee

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**Healthcare Leadership Network**  
of the Delaware Valley

**U P C O M I N G   E V E N T S**

**August 16-19, 2004**

ACHE Cluster Program  
Williamsburg, VA

**August 26, 2004**

ACHE Seminar (see details on page 4)  
Philadelphia, PA

**September 21-22, 2004**

ACHE On Location Program  
Hershey, PA

**September 29-October 1, 2004**

ACHE Leadership Development Institute  
Baltimore, MD

**October 15, 2005**

Annual Regent's Leadership Conference for NE PA: "New Frontiers of Healthcare: How Baby Boomers Will Influence the of Delivery Of Care"  
University of Scranton, PA

**October 28, 2004**

HLNDV Career Development Program

A Message from the President

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Co-Chairs, Events & Education Committee:

**Sandy Myerson**, Associate Vice President, Healthcare Services,  
Albert Einstein Healthcare Network

**Robert S. Goldberg, MBA**, Associate, Healthcare Consulting  
Practicer, PricewaterhouseCoopers

Co-Chairs, Educational Relations Committee:

**Kate Flynn, FACHE**, Vice-President, Performance Improvement,  
VHA East Coast

**Melissa Schrier**, Assistant Director Marketing, Fox Chase Cancer  
Center

Director-At-Large: **Dennis J. Skrajewski, CHE**, Practice Principal,  
Siemens Health Services

I look forward to serving as the President of this organization and to working with this esteemed group of individuals as we lead our professional association, serve our membership and advance our field.

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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](http://www.amh.org) (215) 481-2654
- ALFRED I. DUPONT HOSPITAL FOR CHILDREN: [www.nemours.org](http://www.nemours.org) (302) 651-6117
- AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES: [www.ache.org](http://www.ache.org)
- CAPITAL HEALTH SYSTEM: [www.capitalhealth.org](http://www.capitalhealth.org)
- CHESTER COUNTY HOSPITAL: [www.cchosp.com](http://www.cchosp.com) (610) 430-2903
- CHESTNUT HILL HOSPITAL: [www.chh.org](http://www.chh.org) (215) 248-8600
- CHILDREN'S HOSPITAL OF PHILADELPHIA: [www.careers.chop.edu](http://www.careers.chop.edu) (800) 649-8254
- CHRISTIANA CARE: [www.christianacare.org](http://www.christianacare.org) (800) 999-9169
- DOYLESTOWN HOSPITAL: [www.dh.org](http://www.dh.org) (215) 345-2538
- FOX CHASE CANCER CENTER: [www.fccc.edu](http://www.fccc.edu) (215) 728-5300
- HOLY REDEEMER HEALTH SYSTEM: [www.holyredeemer.com](http://www.holyredeemer.com) (800) 499-HIRE
- HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA: [www.med.upenn.edu/php/jobs](http://www.med.upenn.edu/php/jobs) (215)615-2688
- OUR LADY OF LOURDES: [www.lourdesnet.org](http://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](http://www.employment.tju.edu) and the job hotline: (215) 503-8313 unless otherwise noted:

- ALBERT EINSTEIN HEALTHCARE NETWORK
- BRYN MAWR REHAB
- GREAT VALLEY HEALTH
- MAGEE REHABILITATION
- METHODIST HOSPITAL
- THOMAS JEFFERSON UNIVERSITY; HEALTH SYSTEM; HOSPITAL
- BRYN MAWR HOSPITAL
- FRANKFORD HEALTH CARE SYSTEM
- LANKENAU HOSPITAL
- MAIN LINE HEALTH; CLINICAL LABS
- PAOLI MEMORIAL HOSPITAL
- ACHE EDUCATIONAL AND CAREER RESOURCES – [www.ache.org](http://www.ache.org)

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## The Year in Review

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- Officially changed name and logo from GPHA to Healthcare Leadership Network of the Delaware Valley
- Multi-year operational and financial plan is in place and reviewed on a quarterly basis.
- Creation and promotion of networking social events.
- Creation of Finance Committee
- Electronic financial record-keeping and report generation
- Tax filing process with new accounting firm
- Application to change corporate name to Healthcare Leadership Network of the Delaware Valley
- Creation of ACHE Diplomate advancement study group
- Creation of ACHE Fellow advancement support group

The Board of Directors is dedicated to serving our members. Over the last twenty-eight years, the Healthcare Leadership Network of the Delaware Valley has remained a strong and stable organization dedicated to serving healthcare professionals throughout this region. The Healthcare Leadership Network is proud to be recognized as a leading professional organization representing a variety of institutions, interests and diversities. Our primary focus, as we continue our growth, is on our members. Thank you for your commitment to the Healthcare Leadership Network of the Delaware Valley, and we look forward to serving you.

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## 2004/2005 ACHE Board of Governors Exam Study Group Now Forming

One of the requirements for advancement to Diplomate is successful completion of the Board of Governors Exam. From September 2003 – March 2004, several HLN/ACHE members met as a study group to prepare for the exam. The group coordinator was Rieke Baize, CHE. That group completed its work and has since disbanded.

The HLN Advancement Sub-Committee is seeking to form another study group at this time. The new group will meet from September 2004 – March 2005. Ideally, the study group will become an annual activity of HLN.

Several HLN members have already expressed interest in participating in a study group, but the group is seeking a participant who would also serve as coordinator. Much of the work has already been completed by the previous study group, so the coordinator would be primarily asked to serve as the key contact person for the study group.

If you are interested in participating in and/or acting as the coordinator of the 2004/2005 Board of Governors Exam Study Group, please contact Rieke Baize, CHE at (856) 802-3133 or rbaize@hotmail.com.

## Career Development Program

This year's exciting Career Development Program is focusing on Middle Management. As management layers flatten across the industry, more pressure is put on the "middle manager" in the form of responsibility as an employee and also as a healthcare professional trying to negotiate to the executive ranks. This program will focus on the following aspects that many middle managers are experiencing today:

- Daily concerns/frustrations
- What executive leadership is looking for when recruiting and promoting
- Assessing prospective companies for best mutual fit
- Best Practices for making oneself marketable and "promotable"
- Do's and Don'ts for managing your career.

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## ACHE Seminar

### "Customer Satisfaction"

Creating and sustaining physician, employee and customer satisfaction is critical in today's competitive environment. The challenge? How to achieve measurable and lasting results when consumers are more demanding, regulations keep changing, and staff and physicians are feeling overworked and undervalued. There are no easy answers and the solutions are more than a simple customer service program. They require an obsession for doing the right things, in the right way with the right people. This session will focus on what the most successful systems have done to be recognized as "Excellent Organizations" and what all leaders need to do to lead the charge. The result? Engaged staff, loyal customers and a productive, healthy work environment.

You'll Learn:

- Critical success factors for being an Excellent Organization in today's environment.
- Competencies and skills leaders and managers need to make Impressive Service Quality a reality in their areas.
- Tools and techniques for building an organization that encourages involvement and creativity as well as accountability for outcomes and results.

Seminar Leader : Gail Scott  
 President, Gail Scott & Associates  
 Meadowbrook, Pennsylvania

Gail Scott is president of Gail Scott and Associates, a training and organizational development practice in Meadowbrook, PA, dedicated to helping healthcare leaders build productive and healthy systems, partnerships, and communities. An educator and consultant for more than 20 years, Ms. Scott is a frequent speaker on customer satisfaction and leadership development and has worked with more than 600 national and local healthcare organizations and associations. Before starting her own consulting practice, she spent nine years as director of Consulting Services and three years as president of the Einstein Consulting Group, Philadelphia. She is co-author of five books.

### "Good to Great" in Healthcare: Lessons from Financial Turnarounds in 2003

Sustainable cost recovery, a strategic mandate for most healthcare organizations, requires mastery of three factors: knowledge of where to focus the effort, application of lessons learned from successful organizations, and establishment of an infrastructure capable of executing and sustaining quantum improvement. This seminar will explore the secrets of organizations that have made successful turnarounds. Faculty will use comparative data to illustrate the specific organizational characteristics that separate "quantum improvers" from "non-starters." You'll also receive a take-home executive self-assessment based on the "Good to Great in Healthcare" research to identify next steps for your organization.

You'll Learn:

- Critical focus areas revealed by executives leading recent financial turnarounds.

- Variances found between 75th percentile and 25th percentile performers studied in the "LA Confidential" comparative data project, which measured more than 50 facility-level and cost center-level characteristics.
- Sixteen organizational characteristics that separate quantum improvers from non-starters.

Seminar Leader: Chip A. Caldwell, Jr., FACHE  
 President, Chip Caldwell & Associates  
 St. Augustine, Florida

Chip Caldwell is a Six Sigma and advanced improvement methods researcher and executive coach. His most recent research, "Good to Great in Healthcare," analyzes characteristics of organizations achieving financial turnarounds and quantum improvement in cost position. Mr. Caldwell is the former chief executive officer of HCA and head of Premier's comparative data and consulting operations and has served on the Baldrige Foundation Support Team. Board certified in healthcare management and an ACHE Fellow, he is an internationally recognized speaker as well as the author of three books on medication errors, cost reduction, and quality management. Mr. Caldwell is a co-facilitator for ACHE's two-day management seminar, "Aggressively Reduce Costs Using Lean Six Sigma."

Locations: **Philadelphia, Pennsylvania**  
 Thursday, August 26, 2004  
 The College of Physicians of Philadelphia  
 19 South 22nd Street · Philadelphia, PA 19103

Schedule

#### "Customer Satisfaction"

Registration	8:30 a.m. - 9:00 a.m.
Seminar	9:00 a.m. - 12:00 p.m.

#### "Good to Great in Healthcare"

Registration	12:30 p.m. - 1:00 p.m.
Seminar	1:00 p.m. - 4:00 p.m.

Continuing Education Credit: Each seminar is approved for three hours of Category I (ACHE education) credit toward advancement or recertification in ACHE. To earn the credit, you must attend the program(s) in its entirety.

Tuition: Tuition for this seminar is \$175 for ACHE affiliates and \$200 for non-affiliates and includes all seminar materials and a \$50 nonrefundable processing fee. A 15 percent discount will apply to the total registration when you register three or more individuals from your organization

#### Registration Instructions

- Registrations are accepted in the order received, so act now.
- Payment is required at enrollment.

For quick registration, call the Division of Education at (312) 424-9300 to register by phone with a Visa, MasterCard, American Express, or Discover card, or fax your registration to (312) 424-0023. You may also register online at [www.ache.org](http://www.ache.org).

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## Healthcare Leadership Network of the Delaware Valley announces recipient of the 2004 Administrative Achievement Award

June 24, 2004, Philadelphia, PA – Linda Grass, CHE was awarded the 2004 Healthcare Leadership Network of the Delaware Valley Administrative Achievement Award at the Healthcare Leadership Network Annual Meeting held on June 24, 2004. Ms. Grass was chosen for the award based on her innovative leadership abilities and strong commitment to mission. Under her leadership, Jeanes Hospital has received two Press Ganey awards for Outstanding Performance Improvement in Inpatient Satisfaction and Emergency Department Services.

Ms Grass has served in a number of progressively responsible positions at Jeanes since joining the hospital as Executive Director of Rehabilitation Services in 1984. From 1989 to 1992 she was Assistant Vice President of Business Health Strategies, and from 1992 to 1999 she was Vice President of Clinical and Support Services. Grass also served as Vice President of Operations from 2000 to 2003. In February of 2003, Ms. Grass was named interim CEO and on September of 2003 permanently assumed the position of Executive Director / CEO of Jeanes Hospital.

The Administrative Achievement award is presented to a HLNDV member who exhibits strong leadership ability, creativity, innovation, commitment to education and is involved in professional organizations and community service. HLNDV invites its members to nominate fellow colleagues who they feel exhibit these attributes and are HLNDV members with a graduate or postgraduate degree from an accredited university or college and hold a position with administrative responsibilities in the health care field.

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## Photos from Administrative Achievement Award Ceremony



*Employees of Jeanes Hospital showing their support for Linda Grass, Executive Director/CEO of Jeanes Hospital.*



*A beaming Linda Grass is this year's recipient of the 2004 Administrative Achievement Award*



*Past-President Adam Engle, CHE presenting Linda Grass, CHE with the 2004 Administrative Achievement Award.*

## WELCOME TO OUR NEW MEMBERS

May through July 2004

### **Jonathan M. Bandel**

Consultant, The Katz Consulting Group, Inc.

### **Marc D. Edelman**

Vice President, Crozer-Keystone Health System

### **Richard A. Franco**

### **Patrick A. Grusenmeyer, MPA, FACHE**

Vice President, Christiana Care Health Services

### **Marni S. Guba, CHE**

Senior Administrator, Cardiology, Temple University Hospital

### **John J. Haney, MB, CHE**

### **Cornota M. Harkins, RN**

Director of Patient Services, Ches Penn Health Services

### **Jodi Jenkins Hartlep, CHE**

Practice Manager, Christiana Care Physical Therapy PLUS

### **Dennis Kain, FACHE**

Tyler & Company

### **Daniel B. Kline, FACHE**

VP, Strategic Development, St. Francis Hospital

### **Steven J. Meurer**

VP Operations, St. Mary Medical Center

### **Sharon J. Oxendale, CHE**

Associate Vice President, Operations Improvement,  
Temple University Health System

### **Zahra Rajani-Jaffri, HAD**

Intern, St. Joseph's University

### **Gayle M. Stidsen Smith, MS**

Senior Applications Analyst,  
The Children's Hospital of Philadelphia

### **Mary S. Struthers, Ph.D.**

Vice President, COO,  
Jamison Center for Health and Rehabilitation

### **April M. Taylor, MHA**

Quality Coordinator, Catholic Health East

### **Anne J Wright**

Sr. Dir. Business Development, Alfred I. duPont Hospital for Children

### **Lea Dandrea**

Director-Process Innovation Center,  
The Children's Hospital of Philadelphia

### **Andrea Howard, MPP**

Presidential Management Fellow, Philadelphia VA Medical Center

### **Alfred Pilong, Jr.**

Vice President for Ambulatory Care, Bayhealth Medical Center

### **Bruce Allan Riefenstahl**

Senior Consultant, Central Penn Management Group

### **Mark Stabile**

Senior Partner, Greencastle Associates Consulting

### **John C Harvey**

Sr. Manager, Deloitte

### **Dana Lisicki, MBA**

New Jersey Area Manager, A.I. duPont Hospital for Children

### **Krithicka Raghunathan**

### **Kirat Y. Kharode, M.H.S.**

Clinical Administrator, University of Pennsylvania Health System

### **Patrick Simonson**

### **Eugene A. Woods, FACHE**

Senior Vice President - Operations, Washington Hospital Center

### **Amanda M Buckley, B.A.**

Sociology Administrative Assistant, Hospital of the University of Pennsylvania

### **John Carmen DeMarie, CHE**

Director of Internal Audit, Bayhealth Medical Center

### **Kasandrah Garnes, MBA**

Business Manager, The Children's Hospital of Philadelphia

### **Marques W Holland, BHSA**

Provider Relations Representative, Devon Health Services

### **Dean C. Reid**

Master, Public Administration, PSU Director,  
Wound Care Center Chester County Hospital

### **William Waltman**

Vice President Client Solutions, Greencastle Associates Consulting

### **Danielle Vilnonis Zacamy, MHA, MHE**

Administrative Asst., Penn Health System

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## Healthcare Leadership Network *of the Delaware Valley*

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Gail Malcolm, Editor

### 2004 - 2005 Board of Directors

#### **President**

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#### **President-elect**

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#### **Past-President**

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#### **Treasurer**

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#### **Secretary**

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#### **Co-Chairs, Events and Education Committee**

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