



SEE LAST PAGE FOR WHAT'S INSIDE

A Message from the President

THE BENEFITS OF MENTORING FOR MENTORS AND PROTEGES



Michael George, FACHE
President

Reed Morton, Ph. D., FACHE, Director of the ACHÉ Healthcare Executive Career Resource Center, defines mentoring as a voluntary learning relationship in which one professional contributes to the professional development of another. In the mentor/protégé relationship, mentors share their experience, wisdom and knowledge, while protégés learn a valuable lesson from someone who has been there before. Mentoring can be an important aspect of anyone's career growth.

Mentors give something back to the healthcare field by sharing their expertise and advice with up and coming healthcare leaders. Protégés gain from this sharing of information and aren't left feeling like they have to figure it all out by themselves or proceeding on a trial and error basis.

I have been fortunate to have Lee White, FACHE, and former CEO of the Main Line Health System, as my mentor. Lee and I started working together approximately two years ago. Upon our first meeting, Lee gave me some constructive feedback on my resume and gave me some useful advice regarding what job opportunities I should pursue given my desired career path. During our mentoring relationship, Lee has given me helpful suggestions regarding how to approach some on-the-job situations, such as giving appropriate feedback to Managers on their communication and writing skills. Most recently, Lee was instrumental in helping me to discern between job offers and helped me to evaluate how each would be beneficial in terms of achieving my career goals.

Lee recently shared with me thoughts on his experience as a mentor, including "I enjoy mentoring because I believe it is important to share your insights and experiences with the next generation of leaders and managers. If the advice or

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Dennis Kain, FACHE and attendees at the HLNDV November 9 Program on the Battleship New Jersey. See more photos from the event on page 3.

Negotiation Skills Workshop

Rieke Baize, CHE

On September 27, 2005, approximately 15 HLNDV members and other participants gathered for a Negotiation Skills Workshop at the Leslie C. Quick Center at Widener University. Caryl Carpenter, Ph.D., head of the graduate program at Widener University welcomed the group and presented the speaker, E. Jose Proenca, Ph. D., Associate Professor of Health Administration. As a side note, Dr. Carpenter commented that there are only three accredited health administration programs in the Philadelphia metro area. These programs are located at Widener, Temple, and the University of Pennsylvania.

Dr. Proenca began by defining the workshop objectives, which are as follows.

- To assess your negotiation skills and identify areas that need attention.
- To learn how to analyze a negotiating situation and prepare for negotiation.
- To develop opening, bargaining, and closing skills.

Negotiations can be a transaction or problem-solving in nature. An example of a transaction negotiation is making a purchase, whereas an example of a problem-

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

December 7, 2005

Consumer Driven Health Plans
6:00-8:30 pm Dinner and Program
Al duPont, Wilimngton, Delaware

January 16, 2006

Martin Luther King Day of Service

January, 2006, 5:30- 9:00 pm

Networking Social
Caribou Cafe, Philadelphia PA
Date TBA

February 22, 2006, 7:30-10:00 am

Breakfast with the ACHE Regents
Featuring General David Rubenstein, FACHE
ACHE Board of Governors
Pyramid Club, Philadelphia, PA

March 27-30, 2006

ACHE Congress on Healthcare Management
Hyatt Regency Chicago

April, 2006

Cost Containment and Data Reporting
Date and Location TBA

May, 2006

New Jersey Hospital Association
Date and Location TBA

May, 2006

Networking Social
Date and Location TBA

June 14, 2006, 5:30 -9:30 pm

Annual Meeting and 30th Anniversary Celebration
College of Physicians and Mutter Museum, Philadelphia, PA

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ANNOUNCEMENTS

The December 9th education and networking event will address *Consumer Driven Health Plans*. Healthcare managers in virtually every healthcare discipline will be affected by this new concept in healthplan design. The event is still in the planning stages but promises to be very informative. It will be held in the Wilmington, Delaware area and will be followed by a networking opportunity. Please check the HLNDV website at www.hlndv.org for more information and registration.

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ACHE Diplomate BOG Exam Study Group Underway for Fall 2005 –Spring 2006

Are you an ACHE member who is working on advancement to Diplomate?

Do you have questions about the requirements for the CHE credential?

Do you need to know how to effectively prepare for the BOG exam?

The Healthcare Leadership Network of the Delaware Valley (HLNDV) has the answers!

HLNDV has formed a study group to assist participants in preparing for the Board of Governors Exam in Healthcare Management. The group began meeting Sept. 2005 and will conclude in March 2006. If you are interested in joining this study group, but your schedule will not permit it for 2005-2006, please consider joining the group when it reconvenes for Fall 2006- Spring 2007. The study group will be an annual HLNDV function. For further information or to join the study group, please contact Rieke Baize, CHE at (856) 802-3133 or rbaize@hotmail.com.

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Retired Health Care Executives - Luncheon group meets monthly at Alberto's Newtown Squire, on Route 252 in Newtown Square, PA. Seeking new members due to attrition. Easy access from major highways from Philadelphia and surrounding counties, South Jersey and Delaware. If interested, call Martin Radowill at 610-565-5322.

Negotiation Skills Workshop
Continued from Page 1

solving negotiation could be contracting between provider/payor or union/management. The presentation included some basic definitions of negotiation terminology. The BATNA (Best Alternative to Negotiated Agreement) is defined as the walk-away position if the parties do not reach agreement. The ZOPA (Zone of Potential Agreement) is the zone between the parties where they are both better off than their walk-away positions.

Dr. Proenca lead the group through an illustrative example of a real estate negotiation that highlighted many of the principles of negotiation. He addressed the following topics in detail.

- Positions vs. interests in a negotiation
- Strategies to create and claim value
- Strategies to gain leverage
- Sequencing
- Bargaining tactics, including opening offers and counteroffers
- Concession strategies
- Overcoming barriers in negotiations

Following the formal presentation, the speaker presented the participants with a negotiation role-play exercise. The groups divided into teams to present a specific side of a problem-solving negotiation regarding the shipping industry. After the exercise, the various teams presented their results to the entire group and discussed the outcome of the role-play exercise.

In conclusion, participants had the opportunity to refresh their negotiation skills via a thorough review of negotiation theory and a hands-on exercise. One participant commented that although he has been negotiating contracts for over 20 years, the program was a valuable review of the negotiation process. At the end of the program, Dennis Hovanec, representing the HLNDV Events & Education Committee, thanked Dr. Proenca for an excellent program.

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Photos from the November 9 HLNDV Program at the Battleship New Jersey



Welcome to our New Members

August through October 2005

Cynthia Arnold, MBA, CMPE

Michael Barber

Amy Baumlín

Roy Brisendine II, BSRN

Richi Chaudhry, B.S., MHA

Robert Davis, MBA, MSIS

Linda DiMario, MS/MPH
BioAdvance

David Kunen

David Laufé

Mark Levesque
JeffCARE/Thomas Jefferson
University Hospital

Susan Levin, SPHR

Elmer Money

Wayne Pendleton, LSW, ACSW

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Jason Rabbino, MBA

Kevin Ralston

Lori Rothschild

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Marlton Rehabilitation Hospital

Cassie Solomon-Gillis, MBA

James Stuccio, CHE

Brian Sweeney, RN, MBA, CHE

Rhonnda Talton

Laura Tansey, RN, BS

Herman Van Fleet

Michael West

Leland White, FACHE
Maple Glen Consulting

Angela Emejulu, M.D.

David Balinski
IMX Medical Management
Services

Stephen Seftchick

President's Message

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best thinking that you share benefits someone, it gives you a great deal of satisfaction and professional fulfillment."

HLNDV offers mentoring opportunities through its Career Development Committee. The re-energized Mentoring Program is currently Co-Chaired by regional representatives, including Samuel Steinberg, FACHE, Ph.D., in Southeastern PA; William Evans, FACHE, in Southern New Jersey; and Deborah Watson, FACHE, in the State of Delaware. Persons interested in being a mentor or those seeking a mentor should contact Sam Steinberg at shstein@temple.edu. More information about this opportunity for both mentors and protégés can be found at www.hlndv.org.

ACHE also provides mentoring opportunities to its members. Mentoring is one of the options that ACHE affiliates can choose to advance to Fellowship. A mentorship that fulfills the requirements of a Fellow project is a highly structured experience in which the Fellow candidate (a CEO, COO, or other executive) helps to advance a protégé's management leadership development. It documents the involvement, judgment, and leadership development ability of the candidate. The Fellow candidate who chooses this option serves as a mentor for a one-year period to an early-level manager or a protégé in the early stages of his or her career and creates a professional development plan for him or her. More information about mentoring can be found at www.ache.org.

Mentors play an important role in grooming healthcare leaders of the future. Protégés can benefit from the experience of healthcare executives who have had similar experiences or made tough choices or hard decisions in particular leadership or management situations that the protégé might experience during his or her career. I hope that many of you will take advantage of the opportunities through the College and our Chapter to become mentors or protégés. The relationship can be a mutually beneficial one for both of you and our profession ultimately benefits from the giving and receiving on both sides.

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**HLNDV committees are always looking for
new committee members!**

**Contact the chair or co-chair –
see page 10 for contact information**

The HLNDV announces the availability of its re-energized Mentorship Program under the leadership of co-chair Samuel H. Steinberg, Ph.D., FACHE. Persons interested in being a mentor or those seeking a mentor should contact Sam at shstein@temple.edu.

Samuel H. Steinberg, Ph.D., FACHE

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Corporate Sponsor Highlight:

Copy Request

In today's fast paced business environment the Health Care Industry is changing by the minute. Working together, sharing ideas, information and building partnerships is the best way to keep pace with these changes. The Healthcare Leadership Network of the Delaware Valley is the perfect conduit for this exchange of information and ideas. Copy Request is pleased to be able to be a Corporate Sponsor with HLNDV.

Copy Request is a nine year old medical records copying service. We have recently joined Nova Records. Nova Records companies provide record storage, document destruction, and release of information services.

Copy Request copies medical records for physician offices. We copy from EMR's or paper charts. We provide the copier, paper and all supplies. We insure that we (Copy Request and the practice) have a valid authorization to work from, we copy only what is requested. We do the copying, billing, collection, distribution of copies and answer all status calls. We are HIPAA Compliant, all of our copy reps sign confidentiality agreements and we promise a one week turnaround. Our service is no charge to the facility, we bill the requestor directly.

In an environment where the average practice is overwhelmed with detail, paper work and accountability, we provide more time for the office staff to spend on patient care. Many practices tell us that they have re-allocated their staff to much more profitable functions within the practice. For many practices, the chore of copying medical records is at best, marginally profitable. Our goal is to provide the best possible service to the practices with which we work.

As Copy Request continues to grow, we are targeting additional markets and services in order to better serve the health care industry. This includes expanding our present services into hospitals and into additional geographic markets. We see the Health Care Leadership Network as an important part of that growth and we will strive to make Copy Request and our services important to you the individual members. Should you have any needs or questions, please contact Bill Woodard at 866-985-2112 ex. 104.

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HLNDV Student Career Planning Forum

On Saturday, October 22, 2005, the Healthcare Leadership Network of the Delaware Valley conducted the first-ever Regional Student Career Planning Forum. Planned with input from students and faculty at area programs, the forum was generously sponsored by Tyler & Company, one of the largest healthcare executive search firms in the country with offices in Chadds Ford, PA. More than 50 graduate and undergraduate students in healthcare management, from 9 different programs, gathered at St. Joseph's University to identify management opportunities in different sectors of the healthcare industry, learn and practice business etiquette and interviewing skills, and leverage the advantages of ACHE and HLNDV networking. The group was welcomed by HLNDV Educational Relations Committee chair Kate Flynn and Professor Anthony Cardoso of St. Joseph's, followed by keynote speaker Dennis Kain, FACHE, Senior Vice President of Tyler & Company, who presented some observations on evaluating "Hot Jobs vs. Career Fit" from the executive recruiter's perspective. Robert Lux, CPA, Vice President, Finance of the Temple University Health System, offered the second keynote sessions with thoughts on "What Students Should Know" in developing management skills early in their careers. Breakout sessions were led by HLNDV volunteers including Michael George, Warren Lyons, Rieke Baize, Gerg D'Adamo, Faith Pathak, Roberta Levine, Stephanie Underwood, Anna Schoenthal and Dave Long. The day closed with the opportunity for resume feedback through one on one sessions with the faculty. The program received high evaluations from students who attended, with a resounding "YES" on whether the program should be planned as an annual event. Students and HLNDV members interested in helping on the committee should contact Kate Flynn at kflynn@vha.com

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Articles of Interest

Fall 2005

Six Ways to Polish Your Writing Skills

Even if you don't think of yourself as a professional writer, your writing reflects your professionalism. If your writing is sloppy and disorganized, you may be perceived that way as well. The following pointers can help you hone your writing skills:

- Use your own words. Don't puff up your writing with language you would not use in normal conversation.
- Search for the dramatic. Even business communication can have an element of drama. Example: If you are working on a research report, organize your writing around the most interesting findings. Let the content shape your style.
- Let it sit. If you have time, set your writing aside for several days. You will be surprised what time will tell you.
- Ask a co-worker to read your work. Even when you proofread your own writing, you can miss something.
- Develop a thick skin. You have to learn to accept criticism without taking it personally. Every writer has to endure some red ink. The more you embrace criticism, the more you will learn.
- Read, read, read. Finally, you can improve your writing immensely by reading. By exposing yourself to the written word, you subconsciously develop a better ear for language.

Adapted from "The Last Word on Good Writing," Rich Heintz, *California Job Journal*, www.jobjournal.com.

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Avoid These Communication Blunders

Communicating clearly with your co-workers, supervisors, and customers is critical to an efficient, harmonious work life. Here are some common communication problems and advice on how to solve them:

- Criticizing others. Nothing stops communication faster than one person criticizing another. Defensive barriers go up immediately. When you're tempted to criticize someone, ask yourself, "Could I phrase this critical remark in a more positive way?" Example: Instead of saying, "Your desk is a mess; clean it up before the CEO visits," say, "An organized work

environment is important to the CEO, so let's all straighten up our workspaces before his visit on Friday."

- Speaking too quickly. If other people have to work to keep up with what you're saying, your message won't get across to them. Practice varying your speech pattern as a way to keep others interested in what you have to say.
- Hogging the conversation. Monitor yourself to make sure the people you communicate with say as much as you do. If not, use open-ended questions to draw them out. Example: "That's my opinion about the new software. What do you think of it?"
- Withholding knowledge. Sometimes we hold back important information to control others or maintain power. But people know when they're being manipulated, and they resent not being given the information they need to do their jobs. You make yourself truly indispensable to your boss and co-workers when you freely share all you know.

Adapted from *Communication Briefings*, June 2005; (703) 518-2343; www.briefings.com.

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How to Ask Effective Questions

Asking questions is one of the best ways to improve communication and cooperation in an organization. But all too often, people are reluctant to ask questions because they don't want to appear uninformed, annoying, or too aggressive. Sometimes people are shy about asking questions, especially if their questions have not been well received in the past.

Asking effective questions is a skill that requires daily practice. Use these tips to improve your technique:

- Pair your questions with effective listening skills.

Asking questions is only one component of effective communication. The other part is listening effectively for a complete understanding of the other person's perspective.

- Ask questions to understand.

Asking questions in a manner that might seem intimidating or challenging, reduces the likelihood of effective communication. To increase your chances, avoid asking questions to prove a point. Instead, ask questions to gain understanding. Examples: "Can you help me understand the objectives of the project? In your experience, what is the best way to accomplish this?"

ACHE Article of Interest
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- Ask open-ended questions.

Open-ended questions require more than a "yes" or "no" answer. The most effective open-ended questions are the simplest.

Examples: "What alternative do you suggest? What do you mean when you say . . . ?"

Adapted from "Tips for Asking Questions to Create Common Understanding," Patricia AQUI, www.wsu.edu

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How to Answer Questions Effectively

Carefully consider your response when answering questions from co-workers or customers. An answer that seems fine to you may be offensive to another person. Use these tips to answer questions more effectively and reduce the chance of misunderstandings:

- Avoid using "of course" as a synonym for "yes."

Answers that are obvious to you may be less obvious to someone else. For that reason, the other person may interpret the answer "of course" as an insult. Example: A co-worker asks whether she should get a manager's approval before ordering office supplies, and you respond by saying, "Of course." Your co-worker could interpret this answer as being hostile or dismissive.

- Offer more than a one-word answer.

When answering a question, provide an elaboration to increase the chance of effective communication. Example: "When ordering supplies for the office, we need a manager's approval for orders that exceed \$100." By answering more thoroughly, your co-workers will be better prepared for the future.

Adapted from "How to Answer Questions," Calvin Sun, www.calvinsun.com

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National News, Fall 2005

Kick Off 2006 by Attending an ACHE Seminar

ACHE's two-day seminars use an intense workshop format that allows you to discuss your most pressing healthcare management issues with expert faculty and your peers. Focusing on topics such as physician/hospital partnerships, productivity, the use of metrics, and strategic planning, seminars provide best practices and operational tools you can implement in your organization. Seminars are offered at locations across the country. Visit ache.org for more information about the following seminars:

Key West, Florida — January 23-26

Steamboat Springs, Colorado — January 30 - February 2

Las Vegas — March 6-9

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Experience the Benefits of Being a Mentor

Protégés aren't the only ones who benefit from a mentoring relationship. As a mentor, you can help discover and cultivate talent, improve your coaching skills, and use your experience to influence future leaders.

ACHE's Leadership Mentoring Network makes it easy for executives to fit mentoring into the fast pace of today's workplace. ACHE matches mentors and protégés and provides helpful resources. And since mentors in the Leadership Mentoring Network typically guide protégés through phone and e-mail interaction, geographic proximity is unnecessary.

This affiliates-only service has matched more than 450 mentoring pairs and is now seeking 100 experienced Diplomates and Fellows to serve as mentors. To become a mentor, simply fill out the online mentor profile form. If you have any questions, please call ACHE's Healthcare Executive Career Resource Center at (312) 424-9444.

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Prove You're an Innovator

The 2006 Congress on Healthcare Management promises to be an exciting event. You can contribute to the program by sharing a management innovation you have introduced in your organization. Innovations address such wide-ranging subjects as improving quality, enhancing customer service, reducing costs, and increasing revenues. To learn how you can contribute to the 2006 Management Innovations Poster Session and to find additional information about the 2005 Poster Sessions, visit ache.org.

For more information and submission instructions, contact Peter Weil at pweil@ache.org or (312) 424-9440. The submission deadline is January 23, 2006.

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Advancement Application Deadlines

If you are applying for advancement to Diplomate status and would like to be recognized at the 2006 convocation, you must submit your completed application (including supporting materials) by November 1, 2005 and sit for and pass the Board of Governors exam by December 31. If you are planning to advance to Fellow status and would like to be recognized at the 2006 Convocation Ceremony, your completed Fellow project and appli-

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ACHE Article of Interest
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cation must be submitted by November 15, 2005. Please note: Applications must be complete to be approved in time for the Convocation deadline. For more information on these deadlines, call the Division of Membership at (312) 424-9400. Information about the advancement process can also be found in the CHE & FACHE area of ache.org.

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Online Tutorial Prepares You for the Board of Governors Exam

To obtain board certification in healthcare management, you must successfully complete the Board of Governors Exam. Prepare for the exam and increase your knowledge and confidence by signing up for ACHE's Online Tutorial! Newly revised, the Online Tutorial is a 12-week, self-study course that combines traditional materials with online resources. You will receive a packet of reading materials that address the knowledge areas covered on the exam, as well as a syllabus that outlines the course schedule. You will also receive a password allowing access to PowerPoint slides, audio lectures, and a group message board. The next Online Tutorial will begin on November 7, 2005. For more information or to register, visit ache.org or call the Division of Membership at (312) 424-9400.

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Special Career Development Opportunities at Congress

The Healthcare Executive Career Resource Center (HECRC) will offer a full slate of programs at the 2006 Congress on Healthcare Management, March 27-30, in Chicago. In addition to the Executive Job Search Workshop, the Power/Influence Assessment, and many other programs, HECRC will offer The Benchmarks Workshop, a 360-degree assessment that focuses on your leadership effectiveness as experienced by your supervisor, colleagues, and direct reports.

HECRC will also provide a variety of services that are unavailable at other times of the year. As a Congress registrant, you can take advantage of the complimentary Resume Review/Critique Service or connect with potential employers through the free Employment Referral Service. For more information about HECRC programs, visit ache.org or contact Reed L. Morton, Ph.D., FACHE, director of HECRC, at (312) 424-9444 or rmorton@ache.org.

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Leader-to-Leader Program

Encouraging your colleagues to join and advance in ACHE is an excellent way to enhance their professional development while investing in the future of your professional organization. Whenever you recruit a new Member or encourage a current affiliate to become a Diplomate or Fellow, you earn points that you can redeem for rewards, including ACHE gift certificates and logo items. With ACHE's Leader-to-Leader Program, you can redeem your points anytime, even with just one point. Or you can save your points and redeem them later. For more information about this program, visit ache.org or contact the Division of Membership at (312) 424-9400.

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2005 Higher Education Task-Force Initiatives

In 2004 the Higher Education Task Force was formed to examine issues associated with students and services provided to them by ACHE, including those practicing professionals who return to formal higher education programs to advance their careers. The work of the task force led to a number of interrelated recommendations, which were endorsed by the Membership Committee and approved by the Board of Governors at their June 2005 meeting. These recommendations are designed to create a more viable pathway of involvement in ACHE as individuals' transition through their formal education and enter the early stages of their careers as healthcare managers. More information will be available on ache.org later in the fall.

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New from Health Administration Press

Human Resources in Healthcare: Managing for Success, Second Edition, provides the practical tools you need to meet the unique challenge of managing healthcare employees. This edition includes new information about nurse staffing and workload, diversity programs, productivity analysis, and unionization of physicians and nurses (REGT-2046, \$85 +shipping).

This book is also part of the *ACHE Board of Governors Exam Study set*. This collection of books was assembled to help you prepare for the ACHE Board of Governors Exam. The set includes *The Financial Management of Hospitals and Healthcare Organizations* Third Edition; *The Well-Managed Healthcare Organization*, Fifth Edition; and *Human Resources in Healthcare: Managing for Success*, Second Edition (REGT-2017S, \$190).

Purchase these books online in the Books & Journals area of ache.org. To order by phone, call the ACHE/HAP Order Fulfillment Center at (301) 362-6905.

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Healthcare Leadership Network
of the Delaware Valley

UPDATE

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David Long, Editor

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