



SEE LAST PAGE FOR WHAT'S INSIDE



Thomas Skorup, FACHE
President

President's Message

Dear Chapter Members:

For the Healthcare Leadership Network of the Delaware Valley (HLNDV), much like the Presidential campaigns, the term "change" has great meaning. As was discussed in the summer newsletter, the HLNDV, starting October 1, 2008, will become a fully unified ACHE chapter. As a unified chapter, ACHE members will automatically become members of the HLNDV without

paying any chapter dues. The ACHE assigns members to a local chapter based on their business address. For those who are not currently ACHE members, you will always be welcome to participate in HLNDV events. To remain or become a member of the HLNDV, non-ACHE members will need to join ACHE. To learn how to become an ACHE member, please visit www.ache.org.

With these changes, our chapter will grow to more than 800 members, and will continue to be one of the largest chapters within ACHE. This growth also brings the challenge to continue to effectively engage all of our membership. One effort to accomplish this will be a new HLNDV Website that will be launched in October. The new website, which will remain www.hlndv.org, will provide enhanced access to information such as current and past newsletters, chapter contact information, event overviews and highlights, and more.

The role of the chapter's Membership and Marketing Committee will also change with the new model. No longer will we need to coordinate annual membership drives. However, we have an increased need for support to help communicate with our larger membership through efforts such as website updates and newsletter development. Please consider sharing your time and talents by joining the Membership and Marketing Committee. To learn more, please contact Bill Myers or Doug Hughes at William.Myers@Eclipsys.com and hughesd@mlnhs.org.

Please visit the new Website in October and let us know what you think. As always, please feel free to contact me with any questions or suggestions. I can be reached at tskorup@ecri.org. I hope to see you at an upcoming HLNDV event.

Best Regards,

Thomas Skorup, FACHE
HLNDV President



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Bringing Out the Best in People

By Peter McGinn, Ph.D.

FOUNDER, LEADERSHIP IMPACT, LLC

SENIOR ADVISOR, HEALTH STRATEGIES & SOLUTIONS, INC.

"Money motivates neither the best people, nor the best in people. It can move the body and influence the mind, but it cannot touch the heart or move the spirit; that is reserved for belief, principle, and morality." - Dee Hock, founder of Visa

Dee Hock founded Visa, the credit card company, and in doing so invented a new way of organizing complex enterprises. One might expect him, as a banker, to emphasize the role of money. Instead, he takes a much deeper view of what motivates people to work together to achieve great things. He built Visa based on a shared vision and open systems grounded in principles and trust. (Dee Hock, *Birth of the Chaordic Age*.)

Hock demonstrated that you can achieve extraordinary things when you bring out the best in people. Too often, however, organizations and their managers settle for the average. Think about your own work history. When did your supervisor or your employer bring out the best in you? How did they do it? When did they fail to bring out the best in you? What were they doing differently? If an employer has consistently brought out the best in you, you have had a rare and special experience.

Why is it so difficult to bring out the best in people? I believe the problem begins with simplistic views of human nature. Even when we know better from our own experiences, we still act as if we can direct the behavior of others using simple, direct, straightforward approaches. People are more complicated than that.

Here are three fundamental errors and the associated corrections. First, many managers attempt to improve employee performance by repairing weaknesses. You can, indeed, improve performance by correcting faults. However, you cannot bring out the best in people that way. To bring out their best, you need to build on their strengths. Red Delicious apples are good for snacking. Granny Smith apples do better in pies. You can do the reverse, but that won't be their best use. People are like that too.

Second, many managers operate from what they don't realize is an ego-centric point of view. I have interviewed hundreds, perhaps thousands, of managers and have asked them about their philosophies of manage-

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

OCTOBER

Career Development 4X4: "Practical Workplace Tips for the Early Careerist"

(What they don't teach you in grad school!)

TUESDAY, OCTOBER 14TH, 5:00-8:30PM

Penn Medicine at Radnor

Radnor, PA

Register at www.hlndv.org

ACHE Philadelphia Cluster

SESSION 1: OCTOBER 20-21, 2008

SESSION 2: OCTOBER 22-23, 2008

For more information visit www.ache.org

Delaware Healthcare Forum

TUESDAY, OCTOBER 28, 2008, 8:00AM - 3:30PM

Sheraton Dover Hotel

Delaware Healthcare Association Fall Educational Events

OCTOBER 30, 2008

NOVEMBER

Networking Event, Free Appetizers, Cash Bar

NOVEMBER 12TH, 5-7:30PM

Shelleen's Charcoal House and Saloon

14th and Scott Streets, Wilmington, DE

Cost: Free

Temple University Healthcare Management Alumni Association Annual Conference

From the White House to the Examining Room: 40 Years of Healthcare Policy

NOVEMBER 21, 2008

FOR MORE INFORMATION, PLEASE CONTACT CHRISTINE WINN AT 610-648-1399 OR WINNC@MLHS.ORG OR APRIL TAYLOR AT 267-426-2886 OR EXSCAPE@GWU.EDU

New HLNDV Website Scheduled to Launch in October

HLNDV is pleased to announce that our updated website will go live in October. The new site includes refreshed graphics, content, and user-friendly functionality. The website project has been spearheaded by Board members Tom Skorup, John Kiernan, Doug Hughes and IT Consultant, Roy Harker, with support from our Committee members.

John Kiernan commented, "The HLNDV website serves as a communication hub for our membership. We recognized an opportunity to enhance and streamline the information provided on the site and update the overall the look and feel to reflect the quality and depth of our organization. The timing of this effort has been ideal as we transition to a fully unified chapter and welcome new affiliates. The new website will raise the bar in how we stay connected and present our organization's value to prospective members and corporate partners."

To help design the new website, HLNDV engaged website design consultant, 4Site Interactive Studios, Inc. a Washington, DC-based, multimedia design and development firm. 4Site builds websites and supports them with innovative services to inform and activate visitors. Whether helping their clients to enlighten lawmakers, attract customers, or raise funds for their non-profit, they can help. 4Site's popular services include: Website design, Website development, custom Web application development, video production, and Flash animation.

HLNDV is seeking a member to volunteer as a Website Content Manager to support ongoing updates to the website. Working in conjunction with our Webmaster, Roy Harker, this important role will serve as a point person to ensure that content is refreshed and accurate. If you have marketing, writing, editing, or related communications skills, please contact a Board member to get involved.

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Become Board Certified in Healthcare Management as a Fellow of ACHE!

Maximize your professional potential by earning the premier credential in healthcare management. When you become board certified in healthcare management as an ACHE Fellow (FACHE), you'll have the knowledge, skills and confidence to succeed.

One of the requirements for advancement to ACHE Fellow is the successful completion of the Board of Governors (BOG) Exam. HLNDV is hosting a study group at this time ~ free of charge.

To participate in the 2008-2009 Board of Governors Exam Study Group or for questions on requirements and exam preparation, please contact Richi Chaudhry at Richi.Chaudhry@hlndv.org

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Welcome to our New Members

June through September 2008

Joel Bryers
Cooper Health System

Richard Kang
Frankford Health Care System

Richard Crisafulli
Alpha Cor Medical Products

Susan Kaup

Joseph DiCandilo,
Cardinal Health

Bobby Mathews
University of Pennsylvania
Health System

Michael Dugan
Health Directions

Macharia Waruingi, Ph.D.
Ustawi International

Mya Jones

Andrew Woolley
Cogdell Spencer/Marshall
Erdman

HLNDV Volunteers

HLNDV members joined forces with PHMC workers and others in the community to help beautify the Rising Sun Health Center in Philadelphia. From 8:30 a.m. to Noon, volunteers took direction from Brad Baker, Certified Pennsylvania Horticulturist and president of the landscape design firm Baker Creative, in re-designing and planting the health center's landscape.

The large community project began when the HLNDV contacted Public Health Management Corporation (PHMC) to volunteer some of their members. HLNDV members are all welcome to participate in the 3 to 4 annual volunteer events we plan. Typical projects include non-skilled manual labor such as painting, moving, planting, and any other creative projects to benefit the community."

Elaine Fox, Vice President of Specialized Health Services at PHMC, jumped at the chance to get some help in cleaning up the Rising Sun Health Center. "We were thrilled at the chance to have some help in cleaning up the health center's landscape. We needed new plants - new everything," Fox said. "This was a long-awaited dream."

The Rising Sun Health Center provides quality comprehensive health services to people underserved by traditional health care providers.

HLNDV Volunteers:

Chuck Walczak
Chris Winn
Kate Flynn
Bobby Mathews
Rachel Balinski

John Kiernan
Charlotte Heller
Priscilla Koutsaradis
Luke Balinski

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HLNDV Sponsor Recognition

We would like to thank the following organizations for their support as Annual Sponsors during 2008-2009. Through their generous support we are able to host a variety of educational, career development, and networking programs throughout the year.

Please contact any of our sponsors (below) to get more information on their products/ services.

Siemens -- Providing information technology, voice communications, building automation and consulting services
Local Contact: Barbara Sivek barbara.sivek@siemens.com

Copy Request, A Nova Company -- Medical Reproduction Specialists
Local Contact: Bill Woodard WWood21500@aol.com

Aramark Healthcare -- Providing food, hospitality, facility management services
Local Contact: Paul Northen northen-paul@aramark.com

DGA Partners -- Management Consultants to the Healthcare Industry
Local Contact: Dan Grauman dgrauman@dgapartners.com

Turner Healthcare -- The Nation's Leading General Builder
Local Contact: Lori Sullivan · ljsullivan@tcco.com

HBE, Inc.
Local Contact: Steve Grosswald sgrosswald@hbecorp.com

For more information on becoming an annual or event sponsor, please contact Anna Steelman at 215-636-3500, x119

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Did you know that HLNDV offers outstanding corporate sponsor benefits?

HLNDV corporate sponsors receive recognition on chapter materials throughout the year, providing an opportunity to increase awareness of their organization's products and services. Bronze, Silver, and Gold sponsor levels are available.

The benefits of corporate sponsorship include (note: some benefits vary depending on level of sponsorship pledged):

- Space to showcase products/services at all HLNDV programs and opportunity to network with members
- Verbal recognition as a sponsor at all HLNDV programs
- Organization logo prominently displayed at all HLNDV programs
- Complimentary passes to all HLNDV programs
- Recognition and logo in all quarterly chapter newsletters
- Company spotlight article published in quarterly chapter newsletter (silver and gold only)

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Bringing out the best in people

Continued from Page 1

ment. The most common answer I hear is that they follow the Golden Rule, i.e., they treat other people just the way they themselves would like to be treated. More perceptive managers, however, have learned to treat other people the way those people want to be treated. They recognize individual differences in people, and thus can bring out their best.

Finally, insightful managers recognize the limitations of compensation as a sufficient motivator of people. Stephen Kerr wrote a classic article titled "On the Folly of Rewarding A while Hoping for B" to describe the common shortcomings of a simple performance/reward mentality. Compensation is important and useful, but to bring out the best in people, organizations need to "touch the heart" and "move the spirit." That requires vision, values, and inspiration.

For further affirmation of the importance of touching the heart and moving the spirit in order to bring out the best in people, consider the following from two very different sources:

"If you are doing something you care that much about, and you believe in its purpose deeply enough, then it is impossible to imagine not trying to make it great. ... For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work. ... Indeed, you might even gain that deepest of all satisfaction knowing that your short time here on earth has been well spent, and that it mattered." -- Jim Collins, *Good To Great*

"This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one.... And also the only real tragedy in life is the being used by personally minded men for purposes which you recognize to be base. -- George Bernard Shaw, *Man and Superman*.

How to Bring Out the Best in People

When I speak to management groups about how to bring out the best in people, I use two memory devices to help fix the key elements in their minds. Bringing out the best in people involves the Hands, the Head, the Heart, and the Soul. Said another way, bringing out the best in people is about influencing how they Behave (hands), engaging their Emotions (heart), appealing to their Spirit (soul), and improving how they Think (head) or B-E-S-T.

In one sense, these are just memory gimmicks, but in another importance sense they describe fundamental truths about bringing out the best in others. I call leadership a "full body exercise." You have to use your head, follow your gut, listen to your heart, and engage your soul. You cannot lead just from the neck up – or just the neck down. Leadership requires that you be in touch with who you are. It also requires that you be in touch with who others are.

To bring out the best in people by influencing behavior, it is best to follow the advice above: build on their strengths; remember to treat them as they would like to be treated, not as you would like to be treated; and use compensation as an incentive cautiously recognizing that it is not sufficient tool for bringing out the best in people.

To stimulate their thinking, set breakthrough objectives that force them to be more imaginative and innovative. Use thinking tools like 2x2 charts to encourage them to look at issues from more than one perspective at a time, thus helping them consider problems from a higher, but manageable degree of complexity. Finally, create multiple opportunities for participation as this builds shared understanding of organizational issues while simultaneously broadening the scope of ideas applied to any given problem or opportunity.

To bring out the best in people by tapping into their emotions, recognize that feelings of belonging and appreciation are fundamental. Christopher Bartlett and Sumantra Ghoshal in a 1994 *Harvard Business Review* article used a phrase contrasting being an employee and belonging to an organization that I have remembered ever since: "It is the difference between hiring out as a mercenary and becoming a Marine." Also remember to celebrate and show joy. Picture a baseball player returning to the dugout after a home run. When was the last time you saw a celebration like that at your work?

To appeal to spirit, keep in mind the quotes from Collins and Shaw in the box on the previous page. "This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one." When you as a leader articulate an inspiring vision or when you connect the work that your employees do the organization's mission and vision, you also connect it to their spirit.

When you engage the hands, the head, the heart, and the soul, you can bring out the best in other people. You can also bring out the best in yourself.

Peter McGinn founded Leadership Impact to help leaders and organizations excel by bringing out the best in people and aligning their talents with the goals of the organization. For more



information about Leadership Impact, or to subscribe to The Leadership Impact Newsletter, please email

mcginn@Leadership Impact.com

or phone 607-206-5187.

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<http://www.Leadership Impact.com>

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Spotlight on Mentoring

Dean Mazzone, Vice President of Operations at Virtua Health's West Jersey Hospital in Marlton, NJ and Lisa Satteson, Manager, Performance Improvement, Quality & Patient Safety at Catholic Health East in Newtown Square, PA recently reported on their positive experience participating in the HLNDV Mentorship Program. Dean and Lisa were introduced in early 2008 as a result of the work done by members of the Career Development Committee.

Dean Mazzone – The Mentor Perspective

"I have had the good fortune to benefit from relationships with mentors who are leaders in the healthcare industry. So, my hope from the outset of this mentoring opportunity was to share a similar positive experience with my mentee, Lisa Satteson. In the end, I found that I have learned as much from this experience as I had hoped to impart to Lisa. My experience through the HLNDV Mentoring Program has been very rewarding to say the least.

"I would like to begin by thanking John Kiernan and Chuck Walczak for their assistance in getting us started on the right path. At the outset, John and Chuck scheduled an introductory conference call with Lisa and I that was very helpful in breaking the ice and beginning our dialogue together. In addition, they have always been available if we needed some additional direction.

"There are several keys that I attribute to our successful mentoring. In addition, the HLNDV Mentorship Program Guide entitled "Components of a Quality Experience" and the ACHE website both served as useful resources for mentoring.

"Early on, Lisa and I developed a list of goals that became a guide post, almost like a relationship mission statement for our journey together. The goals are both individual and mutual in nature. At the same time the goals are a reflection of professional aspirations as well as objectives for the mentoring relationship itself, and these have helped to focus our later discussions. Although our relationship is faced with the potential challenge of distance, from my perspective, it has not in any way hindered our ability to make significant progress. Most of our meetings, with the exception of a single meeting that included a tour and history of my current hospital, have been via telephone.

"To that end, I believe it has served us well to treat our mentoring experience as a partnership. It is important to establish a regular schedule of meetings and calls, and more importantly, to make every effort to keep these appointments. Maintaining the schedule requires a level of commitment and sends a clear message that you value each other's time and that the experience is important.

"It is also very helpful to have a committed mentee. Often times Lisa will take the initiative and develop an agenda in advance of

our regularly scheduled calls. We then converse via e-mail and jointly finalize the agenda prior to our phone discussions. This ensures that we make the best use of our time together and keeps us on track in terms of the initial goals we had jointly set. It has also helped to allow for some advanced preparation prior to our meetings.

"For my part, I believe it is important to not necessarily serve as an advisor during the mentoring process. I have preferred to engage in active listening and then draw upon my experience to serve as examples that might relate to the topic of discussion. I have found this approach much more instructive and useful than simply giving advice. Despite best intentions, it is possible to give bad advice. I have been determined that in order to promote a positive learning experience and foster the trust and confidence necessary to a relationship such as this I would not give bad advice.

"Lastly, it has been helpful and instructive to share materials from conferences each of us have attended as well as industry literature. This has served to guide some of our regular discussions around industry issues and current events and has been a component of our overall agenda topics. Once again, I have been afforded the chance to learn as much as I have shared.

"I would recommend mentoring through the HLNDV program to anyone interested. For me it has been a refreshing experience and I am grateful to have worked with Lisa through the HLNDV Mentoring Program."

Lisa Satteson – The Mentee Perspective

"I have been a member of HLNDV for nearly three years now; and, early on in my membership, I sought to take advantage of the mentorship program after reading about it on the HLNDV website. Shortly after I submitted my contact information, I received a call from Ellen Nassberg, a member of HLNDV's Career Development Committee, who spent a significant amount of time talking with me to better understand my previous work experience, my developmental opportunities and my career goals and aspirations. At the end of the conversation, she acknowledged that it would likely take some time to connect me with a mentor who would best meet my needs in terms of how I would like to benefit from the mentorship program, but that the committee would do their utmost best to find a match best aligned with my career goals. Fortunately, after about nine months, I received a call from Ellen informing me that a mentor had been identified, and we eagerly made arrangements for the initial "meet and greet" via a conference call. And, while most might think that nine months is an unfortunate wait, rather the wait was certainly well worth it.

"In January 2008, I was introduced to Dean Mazzone, Vice President of Operations at Virtua Health's West Jersey Hospital in Marlton, NJ. In the past, I had participated in formally arranged mentorship relationships, which frankly speaking, did not fair so well. Not only was it difficult to make a connection and cultivate an open, safe, and trusting milieu over the phone, the essential crux of any successful mentor-

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Articles of Interest Fall 2008

Improve Your Work-Life Balance

Employees, especially senior managers, simply do not have the time they want for their families, hobbies or just relaxing. They may experience long work hours or stressful environments. Below are some tips to help you achieve a better work-life balance:

- Work smarter, not harder. Much of the stress and long work hours that staff members experience is due working in inefficient ways. Continue to streamline and improve how you conduct your work.
- Reassess the sacrifices you are currently making. Recognize that you do have choices. For example, many employees, especially those recently entering the job market, have made the conscious decision that they will not sacrifice their personal life for their work. They have accepted jobs that provide them with the working environment and schedule that better suits their life priorities.
- Force yourself to better organize your time and energy outside of work. Apply the same rigor and discipline outside of work as you do at work. Set goals and priorities, plan ahead and develop schedules so that you can maximize the meaning and enjoyment you attain from your personal life.

Source: Bruce L. Katcher, PhD, president, Discovery Surveys Inc. Visit www.discoverysurveys.com for more information.

Keep Your Cool During Q & A's

Some speakers look forward to the interaction that comes from impromptu audience questions, while others seriously hope that no one will ask them anything during their presentations. The Q&A session is actually a speaker's best opportunity to excel, because you get to talk about your own area of expertise. Responding to questions might be an opportunity but that doesn't keep people from feeling nervous. Here are some tips that presenters can use to prepare for success—and fight off fear—when handling questions:

- Analyze your potential audience, spending some time in advance thinking about your listeners. The more you know about your audience, the easier it is to anticipate what they might ask.
- Answer hard questions during your presentation. As you plan your content, come up with key questions or objections that you are expecting, and incorporate those answers into the body of your message.
- Brainstorm and practice. Once your content is set, make two lists: one of friendly questions, and another list of questions that you hope they don't ask. Take time to practice how you'd handle

all of them. (Do you think politicians prepare for the Q&A portion of a press conference? You bet they do, sometimes for days!)

Source: EMS Communications, a firm specializing in training professionals for public speaking. For more information about EMS Communications, visit their Web site at www.presentationtrainers.com.

Happenings at PHMC

Public Health Management Corporation (PHMC) is excited about a number of new developments in our organization. Earlier this year, the Linda Creed Breast Cancer Foundation joined our growing list of affiliates. A leading provider of free mammograms to women in the Philadelphia area since 1987, Linda Creed offers direct services to women, provides educational information and advocates on behalf of breast cancer funding. On October 5, Linda Creed will host Paws for the Cause, a fundraiser benefiting the organization to be held at Fairmount Park. Visit www.lindacreedpaws.com for more information.

On June 13, PHMC was chosen by Philadelphia Mayor Michael Nutter as the new fiscal and management intermediary for Out-of-School-Time, an initiative providing after-school and summer programs to more than 20,000 Philadelphia children. PHMC assumed operations of the \$40 million contract on July 1.

La Comunidad Hispana (LCH), a PHMC affiliate located in Kennett Square, Chester County, recently appointed Margarita Queralto Mirkil as its executive director. Among her new responsibilities, she is leading LCH in building a new facility for its services.

In August, PHMC's Community Health Data Base concluded its 2008 Southeastern Pennsylvania Household Health Survey, a study of more than 10,000 households in Southeastern Pennsylvania interviewed from June through August. The largest regional health survey in the country, it provides health data on children, adults and seniors living in Bucks, Chester, Delaware, Montgomery, Philadelphia, Schuylkill, Lancaster and Berks counties. Results from the survey will be available early in 2009. To be placed on the Household Health Survey e-mail list, please contact Johanna Trowbridge at johannat@phmc.org.

Corporate Sponsor Benefits *Continued from Page 3*

- Recognition as a sponsor on the HLNDV webpage with link to company's website and contact information
- Gold sponsors are identified on all correspondence to HLNDV members and recognition on the HLNDV homepage with link to company's website and logo

Become an HLNDV corporate sponsor today! Contact Anna Steelman, FACHE (asteelman@hss-inc.com or 215-399-1865) for more information.

National News

Fall 2008

ACHE's Fund for Innovation in Healthcare Leadership presents: "Healthcare Going "Green": The Business of Environmental Sustainability

Sustainability, Going green. Eco-friendly. What do these terms mean to healthcare in the new century? The program, Wednesday, December 17, 2008, in conjunction with the Orlando Cluster, will focus on the environmental sustainability of healthcare and will explore the expectations and possibilities for our profession.

As important as buildings and facilities management are to this effort, sustainability touches all aspects of healthcare delivery including operations, employee recruitment and retention, patient and customer satisfaction, community benefit and financial performance. Join ACHE for this one-day program at Loews Portofino Bay Hotel at Universal Orlando, and learn how a sustainable culture helps meet the mission of "doing no harm," and how you can achieve long-term, positive returns on the investment.

Featured speakers include Clark Reed, Healthcare Facilities Division, ENERGY STAR, U.S. Environmental Protection Agency and an industry expert panel representing JPMorgan Chase, Marriott International and State University System of Florida.

A panel of healthcare executives will share their experiences in going green and the benefits they have realized, including a happier, more satisfied work force and community. To register, call the ACHE Customer Service Center at (312) 424-9400 or visit ache.org/innovation.

FACHE Deadlines for Participation in Convocation

If you are making the commitment to earn the distinction of board certification in healthcare management as an ACHE Fellow, let us recognize you at the 2009 Convocation Ceremony. Submit your completed Fellow application (including supporting materials) by November 3, 2008. Once your application is approved you must take and pass the Board of Governors Exam, and meet the tenure, continuing education and healthcare management requirements. For more information about the requirements and deadlines, call ACHE's Customer Service Center at (312) 424-9400, or you also may go to the Credentialing area of ache.org.

Leader-to-Leader Program

If you recruit a new Member or sponsored a Fellow applicant, earn rewards such as an ACHE gift certificate, a Cross pen, fleece pullover and many other stylish logo items. With ACHE's Leader-to-Leader Program you can redeem your points anytime, even with just one point. By encouraging your colleagues to join ACHE or earn the FACHE credential, you will enhance their professional

development, boost your organization's productivity and performance, and make a positive impact in improving healthcare delivery. Visit the Join ACHE area of ache.org or contact ACHE's Customer Service Center at (312) 424-9400 for more information.

ACHE's 2008 Corporate Partners

ACHE would like to recognize our 2008 Corporate Partners whose year-round support helps ACHE further its mission and adds value to our membership. Our Corporate Partners demonstrate their commitment to ACHE and its affiliates in various ways, including providing financial resources, hosting networking events and offering educational opportunities.

Spotlight on Mentoring

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mentee relationship; scheduling conflicts and cancelled calls soon became the norm and the mentorship abruptly ended without warning or reason. Having gone through this experience, I was apprehensive, and as we typically do in healthcare, I hoped for the best but prepared for the worst. Thankfully, many of the barriers I had experienced in the past never surfaced, most of which I attribute to the care HLNDV took when pairing Dean and I together, and Dean's genuine willingness to commit his time, share his experiences, and lend an indiscriminating ear.

"Since our initial meeting, Dean and I have continued to engage in bi-monthly calls which are oftentimes spent reflecting on past situations and/or challenges both of us have faced and then centering our discussions on the positive "take-aways," lessons that are typically realized retrospectively. It is through this type of sharing that in my opinion, a truly beneficial and meaningful exchange occurs. But even more importantly, over the course of eight short months, I have grown to understand and appreciate what it takes to be a successful leader in healthcare. Not only has Dean shared significant insight on the topics of leadership and hospital operations, the most powerful lesson came when I observed him first hand while on a site visit at his hospital. As we walked through the hallways and various departments, I was amazed at the ease by which he remembered the names of nearly every staff member we encountered, how they greeted him with enthusiasm and respect, and their eagerness to "talk shop" on some of the tough issues the hospital was working to resolve.

"As I aspire to assume a leadership role in hospital operations, having Dean as a mentor and subsequently the opportunity to live through him vicariously and thus benefit from his expertise and years of experience, well, this experience is priceless. In addition to equipping me with good tools and some supportive and sound advice, Dean clearly emulates the type of leader I want to be. In having the opportunity to know him, both as a person and a leader in healthcare, he inspires me through his words and actions to become just that."

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of the Delaware Valley

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UPDATE

We gratefully acknowledge our Annual-level leaders in corporate support for the Healthcare Leadership Network of the Delaware Valley.



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