



## A Message from the President



**Michael George, FACHE**  
President

**T**his past month, I joined 158 members of the American College of Healthcare Executives (ACHE) who advanced to Fellowship at convocation during the organization's annual Congress in Chicago. During this ceremony, we received our new ACHE pins with the initials "F.A.C.H.E." designating us as Fellows and signifying our professional achievement. We recited the Fellow pledge, which demonstrated our commitment to the College and its goals. These pledges are consistent with the goals of our Chapter, the Healthcare Leadership Network of the Delaware Valley (HLNDV):

- Abide by the College's Code of Ethics;
- Contribute to the advancement of our profession by exemplifying competence and leadership in healthcare management;
- Commit to lifelong learning by maintaining a personal program of continuing education;
- Contribute to the improvement of my community's health status;
- Enhance our profession through leadership in a wide range of community and professional activities; and
- Uphold and further the mission of ACHE to advance healthcare leadership and management excellence.

Having achieved this professional designation as an ACHE Fellow, I thought about my 18 years of experience as a member of ACHE, why people join the organization and what being a member means to me. Healthcare management professionals join ACHE for a number of reasons. Some join to be part of a professional association in which they can interact with other healthcare executives, weigh in on important healthcare issues and challenges, as well as promote the field. Some join

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*Warren Lyons, FACHE, HLNDV President-Elect, along with Sam Odle, FACHE, ACHE Chairman, acknowledges the contributions of outgoing ACHE Regents, Kate Flynn, FACHE, and Adrienne Kirby, Ph.D., FACHE.*

## Leadership for Life – Mentoring and Giving Back from the CEO Perspective

ACHE Annual Breakfast with the Regents

February 10, 2005

Jeff Lea, Certified Six Sigma Black Belt  
Healthcare Service Sales Consultant, General Electric Healthcare

**O**n February 10, 2004, the HLNDV Events and Education Committee sponsored its Annual Breakfast with the Regents featuring a presentation by Samuel L. Odle, Chairman-Elect of ACHE, and presentation of the chapter's 2004 Senior Level and Early Career Healthcare Executive Awards by regents Dennis Kain and Richard Cohen.

More than 60 chapter members joined the regents at Philadelphia's WXP World Café Live, home to the nationally acclaimed public radio station's performance center, broadcast facilities and corporate offices. After warmly welcoming the attending membership, HLNDV President Michael George introduced Regents Joan Thomas, Adrienne Kirby, Gregory D'Adamo, Kate Flynn, Dennis Kain, and Richard Cohen.

Following the President's introduction, Regent Dennis Kain took the stage to announce Lee White's selection as the American College of Healthcare Executives' 2004 Senior Level Healthcare Executive. Lee is retired President and CEO of the Main Line Health System of Philadelphia.

A Fellow and former Regent in the College, Lee worked in healthcare administration for over 30 years, beginning his career as an officer in the United States Army sta-

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

**May 11, 2005:**

**6:00 to 9:00 PM**

Networking Event in Delaware

**Iron Hill Brewery**

710 South Madison Street

Wilmington, Delaware

**May 13, 2005:**

NJ Hospital Association/ ACHE Breakfast with NJ Regents

**June 15, 2005:**

**6:00 to 8:30PM**

Annual Business Meeting/Presentation of Administrative

Achievement Award

Union League Philadelphia, PA

For further information please visit the Healthcare Leadership Network of the Delaware Valley web page:

<http://www.hlndv.org> Or contact the Events and Education Committee Chair, Faith Pathak at [faith.pathak@hlndv.org](mailto:faith.pathak@hlndv.org)

## HLNDV Members Advance to Fellow at ACHE Congress

HLNDV Members Mary Kohler-Pickar, Michael George, Greg D'Adamo, John Haney and Matt Costello advanced to Fellow at a convocation ceremony at the ACHE annual Congress in March 2005. They were congratulated by Regents Dennis Kain, Richard Cohen (not pictured) Joan Thomas and Michelle Robertson.



Mary Kohler-Pickar, FACHE, Dennis Kain, FACHE, Regent-Southeastern PA, Joan Thomas, CHE, Regent-Delaware, Michael George, FACHE, HLNDV President, Greg D'Adamo, FACHE, Regent-South Jersey, John Haney, FACHE, Former GPHA President, Matt Costello, FACHE, Michelle Robertson, CHE, Regent- Western PA

A Message from the President

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for professional development goals and take advantage of continuing education opportunities in order to gain new knowledge and stay current on issues and trends. Still others join for networking opportunities.

In some organizations, senior leaders are College members who believe in ACHE's value and promote membership and advancement among their management teams and colleagues. Some organizations include certification as a healthcare executive (or Diplomate status) or even Fellowship as a preferred credential or requirement for recruiting senior leaders within their organizations. As a result, many healthcare professionals are pursuing certification and advancement to differentiate themselves for future promotions or appointments to more senior level positions.

To be honest, I joined ACHE because I was asked to organize a Student Chapter and serve as its first President while a MBA student in the Health and Medical Services Administration Program at Widener University in Chester, PA. I joined HLNDV when it was still known as the Greater Philadelphia Health Assembly (GPHA), because my boss at the time wanted someone to participate and represent our organization. As the new kid on the block, I was the likely candidate. But I have remained a member and have pursued advancement since those early days in my career because ACHE means something to me and I have derived great value from it.

Having advanced to Fellow in the College, I feel a sense of personal fulfillment. I would like to encourage each of you to consider membership in ACHE if you are not currently a member and to pursue advancement within the College if you are already a member. No matter what your reason for joining or advancing – professional development, networking, personal fulfillment or giving back to the profession – I think you will experience the same sense of belonging to a professional association that develops and supports its healthcare leaders as I do.

I would be remiss if I did not mention all of the wonderful people that I have met through my association with both ACHE and HLNDV. I now have a wide network of colleagues that I can call upon for opinions on issues in the field or help with a work-related matter. If they haven't experienced it themselves, they can direct me to someone who has. I can even call upon them for career advice. I find real value in networking. I am also very fortunate to call many of these colleagues friends.

If you have any questions about ACHE membership, or if there is anything I can do to help you advance within the College, even if it means being a 'nudge' who will check in with you regularly to catch up on your progress and keep you on track – please don't hesitate to contact me.

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## Leadership for Life

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tioned at Fort Knox, Kentucky. In 1971 he left the Army and traveled to Jersey City Medical Center in Jersey City, New Jersey to take a job as Assistant Administrator. After the move, Lee never again left the area or the field. In 1987 he was appointed President and CEO of Paoli Memorial Hospital and led the hospital to realize margins in excess of 6%, patient satisfaction consistently in the 95-99th percentile, and several statewide achievement awards for innovations in safety and other clinical areas. In 1995 Lee left Paoli to help build the newly formed Jefferson Health System as Senior Vice-President of Business and Network Development where he served until October of 2000. That month he headed to the VHA East Coast to serve as Senior Vice President and Executive Officer, a job he left just seven months later to re-join Main Line Health, this time as President and CEO of the system.

In addition to his outstanding career achievements and contributions to the field of healthcare, Lee has had a longstanding commitment to the American College of Healthcare Executives. He calls ACHE "a valuable organization that provided him with good educational programs, lifelong colleagues, a variety of assistance and guidance in several areas, not the least of which was strategic thinking." He also explains the College helped him "when he needed it in terms of advice, counsel and career direction."

Lee was unable to the Regent's Breakfast to receive his award due to long-standing illness. With a smile, Kain accepted the award on behalf of Lee and explained that Lee was "thrilled" when he was called and informed he'd been selected for the award. Because he had just been given clearance from his physician to fly to Mexico to take a long awaited vacation, however, he regretted he would be unable to attend the presentation. After leading the audience in applause for Lee, Kain urged the audience to extend their congratulations by sending an him an e-mail at [whiteleland@yahoo.com](mailto:whiteleland@yahoo.com), "to congratulate Lee and let him know how much we are looking forward to seeing him back in action soon."

Following Kain's presentation, Regent Richard Cohen addressed the group to announce presentation of the 2004 Early Career Healthcare Executive award to Christine Markham, a principal with Health Strategies & Solutions Strategic Planning Team. Cohen described Christine as a "disciplined professional working on the cutting edge of strategic and business planning in the healthcare industry." In her 15 years in the industry, Christine has earned national recognition for publications and presentations in business planning for clinical centers of excellence, visioning and strategy development, competitive market opportunities, retreat and work group facilitation, and planning for neurosciences centers and children's

hospitals. At the community level, Christine has directed a variety of local community service activities, to include leading efforts to provide educational support to elementary schools, and collection of clothing for donation to indigent families.

In addition to these personal achievements, Christine is a Diplomate in the College who has distinguished herself within HLNDV through her contributions to development of the organization's strategic plan, involvement in the organization's Program Committee, and as Member-At-Large.

The morning's proceedings were capped by a presentation by Samuel L. Odle, Chairman-Elect of ACHE, who shared with the assembled group some of his thoughts on leadership and the importance of mentorship from his perspective as president and chief executive officer of Methodist and Indiana University Hospitals and executive vice president of Clarian Health in Indianapolis.

Calling healthcare the "most important," "complex," and "controversial" industry in our world today, Odle urged the group to reconsider traditional roles and definitions of leadership in an effort to deliver the best-possible quality of care today and to future generations.

"Leadership," he explained, "is not a simple set of rules, not a short list of guidelines, not a neatly packaged tool kit, but for each of us an ever-evolving process of learning and implementing" with impact at every level of the organization. Odle explained that though one usually comes up the same types of people – generals, presidents, CEOs, quarterbacks- when asked to come up with examples of great leaders, a leader "can also be that secretary in the accounts payable department who solves a billing problem for a patient. Or that assistant manager in the building services department who has figured out a way for the hospital to cut down on unnecessary heating and cooling expenses... Or that hospital chaplain who comforts someone who has just received very bad news about a loved one."

To further illustrate his thoughts and encourage audience members to start building foundations to become the type of leader each would want to be, Odle presented the following list of statements for audience members to accept, reject, or modify in some way to make each personally meaningful and relevant:

- Leaders behave ethically.
- Leaders solve problems.
- Leaders come up with ideas.
- Leaders aren't crushed when their ideas are rejected.
- Leaders follow through.
- Leaders accept responsibility.
- Leaders apologize for their mistakes, and then fix them.
- Leaders are lifelong learners.
- Leaders bring out the best in others.
- Leaders find common ground.
- Leaders value diversity.

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## WELCOME TO OUR NEW MEMBERS

February through March 2005

**Daniel Bair, CHE**

**Nana Benefaa**  
Temple University

**Ashok Bhanushalr**

**David Braun**

**Kimberly Burns**  
Independence Blue Cross

**Larissa Curtin**  
Albert Einstein Healthcare  
Network

**Akhil Deshpande**

**Raydell Fisher, MBA/MS**  
City of Philadelphia - Child  
Welfare Unit

**Jerome Fritts, MBA, CPHQ, CHE**  
Bayhealth Medical Center

**Jeff Goldstein**

**Li Guorong**

**Eugene Hayes**  
National Naval Medical Center

**John Hellmann, FACHE**  
Emergency Physician  
Associates/Team Health

**Pheakdey Lim**

**Sathish Loganathan**

**Roger Lukoff, CHE**

**Demarius McRae, RCIS, MHA**

**Patricia Modafferi, RRT**  
Montgomery Hospital

**Sarah Molinari, MHA, MBA**  
University of Pennsylvania Health  
System

**Christian Mongrain, MPT**  
Tenet, Hahnemann University  
Hospital

**John Newhouse**  
St. Joseph's University

**J. Paul Northen**  
ARAMARK

**Robert Osinski, CPA, MBA**  
Thomas Jefferson  
University/Jefferson University  
Physicians

**Indira Paharia**

**Francine Poel, MHA**

**James Quinn, MBA**  
University of Pennsylvania -  
Dermatology

**Michael Russell**  
Independence Blue Cross

**Kathleen Stasia**  
Institute for Advanced Medical  
Education

**Matthew Sullivan**

*In Memorium*  
**Charles (Chuck) Hall, FACHE**

## Michael George, FACHE, has been named one of the Philadelphia Business Journal's "40 under 40"

Philadelphia, March 3, 2005- The Philadelphia Business Journal has named Michael George, FACHE, as one of the recipients of the 15th Annual "40 Under 40" award. This award recognizes the Philadelphia region's most accomplished young professionals who are proven performers in both their industry and their community.

George was chosen from a field of 200 professionals who demonstrated leadership ability, business success, community or civic activities and overall regional impact.

"The '40 under 40' is a coveted award that measures both achievement and potential," said Bernard Dagenais, editor of the Philadelphia Business Journal. "These are people who are leading today and will be leading tomorrow."

The 40 chosen professionals will be featured in the April 8 Philadelphia Business Journal's special section and acknowledged at an exclusive awards banquet on April 26 at the Sheraton Society Hill, Philadelphia.

Over the years the Philadelphia Business journal has honored more than 550 leading professionals in the Philadelphia region, recognizing the young business leaders who are the future of the Philadelphia business community.

"40 under 40" is co-sponsored by Drexel University's LeBow College of Business, Bank of America, and RSM McGladrey.

Information on attending the awards banquet in April will be published in future Philadelphia Business Journal publications or call 215.238.5102 for information.

The Philadelphia Business Journal is the region's local business news source providing a weekly newspaper, daily Web updates and a series of events that bring business people together. It is a part of American City Business Journals, with 41 business journals across the nation.

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**Watch for HLNDV's online membership survey soon to be electronically posted!**

## Call for Nominations for HLNDV Board

The HLNDV Nominating Committee is soliciting nominations of individuals wishing to serve on the Board of Directors for the 2005-2006 membership year. The Directors' duties and powers, terms of office and nominations for office according to the HLNDV Bylaws, Article VIII, Sections 8.5 through Section 8.7, are listed below. Following his or her one-year term, the President-Elect assumes the office of President without an additional election to the office of President.

All active members of the Association are eligible to be nominated for office with the following requirements:

**President-Elect:** The nominee for President-Elect must hold another office of the Association for a period of at least one year prior to nomination and must be an affiliate of ACHE.

**Other Officers and Board Members:** The nominees for Secretary, Treasurer, the Committee Chairpersons and the Director-At-Large Representatives must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

The nominating process will begin with a call for nominations in the Spring Newsletter. A second call for nominations will be completed via a separate mailing to the general membership no less than sixty days prior to the election by the Nomination Committee.

The positions for election are:

President

President-Elect

Treasurer

Secretary

Chairpersons Events and Education Committee

Chairpersons, Membership and Marketing Committee

Chairpersons, Career Development Committee

Chairpersons, Educational Relations Committee

Director-At-Large

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## Community Service Update

The Career Development Committee of HLNDV is committed to providing community service opportunities for our members. This year we have tried to take a more active role in community service programs. In addition to the Martin Luther King Day of Service that was well attended by our members in January we have been involved in collecting items for donation at our educational events. During the event in January we were able to secure approximately 30 used cell phones from our members, which were donated to a women's shelter to be reprogrammed and used for battered women in emergencies. At our last event, we were able to collect two bags of used clothing to donate to the Salvation Army to assist in their fundraising opportunities for the area. During the upcoming April event we will be collecting canned goods to distribute to a local food bank and will ask our members to bring in canned food for this purpose. Since all of us lead busy lives and don't always have the time to donate this is a great way to become involved in giving back to our community.

We are aware that several of our members also do give up their precious time to participate as Board members for local non-profit organizations. We would like to hear some testimonials about your community service affiliations so that we can post them on the website and allow other HLNDV members the opportunity to see what benefits they can receive from volunteer work. Please e-mail testimonials to Amy Taylor O'Brien, Career Development Chair at aobrien@hlndv.org.

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*HLNDV Members participate in the Martin Luther King Day of Service. More follows on page 6.*

Leadership for Life  
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- Leaders take carefully calculated risks.
- Leaders are humble and cordial.
- Leaders resolve conflicts.
- Leaders can live with ambiguity.
- Leaders initiate and manage change.
- Leaders communicate clearly.
- Leaders give back.
- Leaders listen.
- Leaders give good feedback.
- Leaders are compassionate.

In closing, Odle added, "Leaders, most of all, are people who live lives of significance. If it makes a difference to humanity that we have lived, then we have lived a life of significance. It's not about wealth or power. It's about what we did to make the world a better place."

Odle believes that through involvement at the state and local level, ACHE members develop themselves and help provide structure and tools to mentor and guide the leaders of tomorrow. "By involving yourself in ACHE and mentoring someone to help strengthen and diversify healthcare leadership at the state level," he concluded, "you are leading a life of significance and truly demonstrating 'Leadership for Life.'"

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## New ACHE Diplomate BOG Exam Study Group Forming for Fall 2005

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 is currently forming a study group to assist participants in preparing for the Board of Governors Exam in Healthcare Management. The group will begin meeting Fall 2005 and conclude in Spring 2006. Rieke Baize, CHE will serve as consultant to the study group.

For further information or to join the study group, please contact Rieke Baize, CHE at (856) 802-3133 or rbaize@hotmail.com. Watch your email for further announcements during the summer!

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## Martin Luther King Day of Community Service 2004-2005

By Jonathan Bandel  
Consultant, The Katz Consulting Group, Inc.

On January 17, 2005, the HLNDV Career Development Committee organized our annual Martin Luther King, Jr. Day of Community Service. This year the HLNDV was again invited to the Interim House, a Philadelphia Health Management Corporation subsidiary located in Mt. Airy. The Interim House provides a continuum of comprehensive services to women addicted to drugs and alcohol that includes residential treatment, intensive outpatient treatment, and outpatient counseling. Our task was to paint the inside of their gym/outpatient treatment area white. Eight eager and enthusiastic HLNDV members braved the cold weather and volunteered their time for a good cause.

The painting job provided a fun and productive way for HLNDV members, many of whom had not previously met, to get acquainted and work as a team to achieve a common goal. Upon arrival, each HLNDV member contributed to the preparation of the painting area either by mixing the paint, laying the drop cloth, taping the corners, etc. Once completed, the real fun began with the painting. By lunch the first layer of paint had been applied and the room was starting to look better. Shortly thereafter we were able to finish the job. At the end of the day the room was sparkling white thanks to the efforts of everyone who attended, with only minimal paint dripping on the window trim. Needless to say, if this healthcare thing does not work out we all have potential careers as professional painters.

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Front row seated left to right: Jeremye Cohen, Mary Shaub, April Taylor, Sandy Edwards; back row standing left to right: Dave Long, Jonathan Bandel, (Coordinator), Bob Hill, and Michael George

## "INAUGURATION DAY: What President Bush's Second Term means for Health Care"

Career Educational Program held on January 24, 2005

Dennis R. Hovanec, MBA  
Director of Contracting  
Papastavros' Associates Medical Imaging  
Wilmington, DE

**O**n January 24th, 2005, the HLNDV Events and Education Committee sponsored a panel discussion at the Barry Brown Conference Center, Virtua Hospital, Voorhees, NJ. Battling inclement weather, approximately 25 attendees participated in a very informational educational session on the future of healthcare as a result of President Bush's reelection. The presentations were followed by a spirited question and answer period.

Sanjay Pandey, PhD, Assistant Professor, Department of Public Policy and Administration at Rutgers University opened the program. He mentioned that, in the current political environment, it is difficult to project what the healthcare system will look like in four years. He also pointed out that the President's inaugural speech focused on the following healthcare issues:

1. Social Security reform
2. Improvements in information technology
3. "Ownership Society", essentially privatizing aspects of healthcare and
4. 3 M's - Medicare, Medicaid and medical malpractice

John Schaeffler, Senior Manager of Government Relations at GE Healthcare spoke about the legislation enacting the prescription drug program and the advantages the present and future program holds for seniors. He also pointed out that, during the presidential campaign, Bush promised to expand benefits for the under and uninsured. However, his plan was not as large as that proposed by Senator Kerry. Under considerable scrutiny is whether or not the President can pass tort reform. It is predicted that he will begin to push for new legislation to protect physicians. On one hand, Bush wants to promote health information technology. At the same time, funding for such initiatives has been reduced. It is expected that the private sector will step in and take the lead in this area.

We might expect a \$100 million decrease in Medicare and Medicaid spending which would probably lead to decreased reimbursements to hospitals and skilled nursing facilities.

Jim Rhodes, Director of Legislative Policy and Communications for Amerihealth of New Jersey focused on the costs associated with health-

care. "Cost of healthcare" has a different connotation for small employers, large employers and the employee. While employers are concerned about the rise in premiums, employees are concerned about their copays and coinsurance obligations. New Jersey leads the nation in overall healthcare costs per capita. Employees are somewhat insulated from the true costs of healthcare by only contributing a small percentage to premiums and having relatively small copays. Health Savings Accounts (HSA's) combined with Consumer Driven Health Plans is intended to save the employers money and will make the consumer responsible for buying decisions. Multi-state purchasing agencies are forming to allow small employers to join healthcare purchasing pools so as to have greater purchasing power. However, state mandated benefits add costs to the already expensive premiums.



Edward Goodman, Vice President of Public Policy for VHA pointed out that the government will be focusing on Medicare reform, tax credits and HSA's in the short term. Specialty hospital legislation would limit physicians from becoming involved in ownership of healthcare facilities. Mr. Goodman also noted that the government might focus on not-for-profit hospital cost reductions. There has also been scrutiny of hospitals billing the uninsured at higher rates than those with insurance. Patient safety will also be a priority in the future along with "Pay for Performance" which is yet to be defined.

Marilyn Askin, President of the New Jersey AARP believes that the current administration's focus will be on tax cuts, Social Security privatization, funding for the war in Iraq and homeland security. These initiatives might be promoted at the cost of greater funding for healthcare. AARP believes that seniors would benefit from greater pharmacy benefits and drug reimportation. New Jersey is ahead of the rest of the nation with regard to the pharmacy card discount program because seniors are automatically enrolled (whereas the rest of the states require an active enrollment process). She also discussed the issues related to caps on economic damages related to medical malpractice and the effect it would have on seniors.

The evening concluded with an active question and answer period that was very enlightening.

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## ACHE National News Spring 2005

### Register Today for Seminars in Vail

Held July 14-19, the Vail, CO, Cluster provides the information and strategies you need to succeed as a healthcare executive:

- Learn how to quickly reduce costs at "Aggressively Improve Costs and Throughput Using Lean Six Sigma." [link to <http://www.ache.org/SEMINARS/costr.cfm>]
- Create a successful leadership team with tips from "Coach, Challenge, Lead: Developing an Indispensable Management Team." [link to <http://www.ache.org/SEMINARS/coach.cfm>]
- Explore key factors critical to your organization's financial success at "Turning Basic Financial Information into Strategy." [link to <http://www.ache.org/SEMINARS/finan.cfm>]
- Improve and sustain customer satisfaction with ideas from "Patient, Employee, and Physician Satisfaction: New Challenges, New Solutions." [link to <http://www.ache.org/SEMINARS/crsvc.cfm>]
- Prepare for the shift to consumer-driven healthcare with strategies from "Positioning Strategies for Health Plan Contracting: Market-Based Approaches to Buying and Selling Healthcare." [link to <http://www.ache.org/SEMINARS/posit.cfm>]
- Take your leadership skills to the next level with pointers from "Comprehensive Leadership for Senior-Level Executives." [link to <http://www.ache.org/SEMINARS/follow.cfm>]

For more information, click on the links above or call the Division of Education at (312) 424-9300.

### Award Nominations Sought

ACHE is now accepting nominations for its three most prestigious awards:

- The Gold Medal Award is the highest honor bestowed by ACHE. It recognizes an ACHE Fellow who has made significant contributions to the healthcare profession. [link to [http://www.ache.org/abt\\_ache/awards/gold.cfm](http://www.ache.org/abt_ache/awards/gold.cfm)]
- The Lifetime Service Award recognizes a Life Fellow, Retired Fellow, Life Diplomate, or Retired Diplomate for significant contributions to ACHE. [link to [http://www.ache.org/abt\\_ache/awards/lifetime.cfm](http://www.ache.org/abt_ache/awards/lifetime.cfm)]
- The Robert S. Hudgens Memorial Award for Young Healthcare Executive of the Year recognizes an early careerist for outstanding achievements in the healthcare field. [link to [http://www.ache.org/abt\\_ache/awards/hudgens.cfm](http://www.ache.org/abt_ache/awards/hudgens.cfm)]

The nomination deadline for the Gold Medal Award is August 26, 2005. The nomination deadline for the Lifetime Service Award and Robert S. Hudgens Memorial Award is July 22, 2005. Award winners will be recog-

nized in March 2006 during the Congress on Healthcare Management in Chicago.

For more information, click on the links above or contact Karin S. Schmidtgall at (312) 424-9324 or [kschmidtgall@ache.org](mailto:kschmidtgall@ache.org).

### Earn the Essential Credential in Healthcare Management

Diplomate status in ACHE is a demonstration of your professional and personal commitment to leadership and management excellence. Once you attain Diplomate status, you will have earned the right to use the CHE credential and you will be board certified in healthcare management. Attaining this level can be challenging, but that is why credentialed ACHE members are so highly regarded in the field.

You can attain Diplomate status by meeting educational and community participation requirements and successfully completing the Board of Governors Examination in Healthcare Management. If you submit your Diplomate application, supporting documentation, and \$200 enrollment fee between April 1 and June 30, 2005, you will receive—upon authorization of your application—free registration for the Board of Governors exam (a \$200 value) if you take it within six months.

Take advantage of this special offer and maximize your professional potential! Click on the following links to access more information on the Board of Governors exam [link to

<http://www.ache.org/membership/AdvtoDiplomate/EXAM/EXAM.cfm>] or to download a free copy of the Reference Manual, the exam's study guide. [link to

<http://www.ache.org/membership/AdvtoDiplomate/EXAM/ReferenceManual03.pdf>]

To obtain a Diplomate application, click here [link to

<http://www.ache.org/membership/AdvtoDiplomate/advtodiplomate.cfm>] or call the Division of Membership at (312) 424-9400.

### Improve your exam study skills!

ACHE's Online Tutorial provides a detailed look at the different topics covered on the Board of Governors exam and resources to focus your preparation.

Beginning this summer, a newly revised self-study format makes the course more convenient for you. Watch [ache.org](http://www.ache.org) for details on upcoming tutorial sessions.

### Diplomate and Fellow Advancement Information Sessions Available Online

Are you interested in becoming an ACHE Diplomate or Fellow but unsure of what the process involves? Get your advancement questions answered at your own convenience by downloading ACHE's Advancement Information Sessions.

Complete with PowerPoint slides and audio presentations, these sessions highlight reasons for advancement, application procedures, and other pertinent information. Click on the following links to access the Advancement Information Sessions for Diplomate [link to

<http://www.ache.org/membership/AdvtoDiplomate/AIS/diplomate.htm>] and Fellow. [link to

<http://www.ache.org/membership/AdvtoFellow/AIS/Fellow.htm>] If you have any questions, call the Division of Membership at (312) 424-9400.

### ACHE Call for Nominations for the 2006 Slate

ACHE's 2005-2006 Nominating Committee is calling for applications to serve for 2006. All affiliates are encouraged to participate in the nominating process.

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ACHE National News  
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ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies. ACHE Diplomates and Fellows are eligible for the Nominating Committee and Regent-at-Large vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, District 1 (two-year term ending in 2008)
- Nominating Committee Member, District 4 (two-year term ending in 2008)
- Nominating Committee Member, District 5 (two-year term ending in 2008)
- Regent-at-Large, District 1 (three-year term ending in 2009)
- Regent-at-Large, District 2 (three-year term ending in 2009)
- Regent-at-Large, District 4 (three-year term ending in 2009)
- Regent-at-Large, District 5 (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Governor (three-year term ending in 2009)
- Chairman-Elect

Please refer to the following district designations for the open positions:

- District 1 consists of Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont.
- District 2 consists of District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, and West Virginia.
- District 4 consists of Alabama, Arkansas, Kansas, Louisiana, Missouri, Mississippi, New Mexico, Oklahoma, Tennessee, and Texas.
- District 5 consists of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Wyoming.

Candidates for Chairman-Elect and Governor should submit an application to serve, a copy of their resume, and up to 10 letters of support; candidates for Regent-at-Large and the Nominating Committee should only submit a letter of self-nomination and a copy of their resume. Applications to serve and self-nominations are to be submitted by letter and postmarked between January 1 and July 15, 2005.

If need be, the committee will meet on Friday, September 16, 2005, to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Thursday, October 27, 2005. All candidates will be notified in writing of the committee's decision by September 30.

To review the Candidate Guidelines, use the "Affiliates Log In" button on [ache.org](http://ache.org) to access the Affiliates Only Area and select the "Candidate Guidelines" link on the left-hand side of the page. If you have any questions, please contact Julie Nolan at (312) 424-9367 or [jnolan@ache.org](mailto:jnolan@ache.org).

Mail applications to serve to: Larry S. Sanders, FACHE, Chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-4425.

### Networking: Avoid Crossing the Line from Persistence to Annoyance

It's no secret that networking is essential to a successful job search. Staying in touch with friends, neighbors, colleagues, recruiters, casual acquaintances, and organizations is your primary method for uncovering and researching job opportunities and linking into the candidate pool. Furthermore, persistent contact that shows true interest in a position can be a deciding factor in the hiring process.

So how much networking is too much? How can you avoid wearing out your welcome and wasting people's time? To avoid crossing the line from persistence to annoyance, follow these guidelines:

- Ask each networking contact how often you can contact him or her. Everyone has a different level of tolerance, so no absolute standard for the frequency of networking contact exists. To find out a person's preferences, just ask.
- Pay attention to the frequency--and substance--of your networking phone calls. If you need a guiding principle for phone call frequency, remember that calls to remind people of your availability should typically be spaced several weeks apart. However, don't be afraid to call if you have a good reason, such as to tell them about an interesting article or a piece of solid information that they might find useful. In addition, search consultants always like to hear about position openings where they might propose for a search engagement.
- Communicate in different ways. Phone calls, e-mails, voicemail messages left after business hours, and handwritten notes sent in the mail can all serve as reminders of your availability. And the variety will help ensure that recipients do not get tired of hearing from you.
- Use your instincts--but don't discount scheduling. If you don't feel right about contacting someone, then wait until you do. But don't rely only on your intuition. To keep all of your contacts straight, maintain a detailed log that includes who you will contact, when, and with what communication method. The log will provide a visual reminder of what you have done and what you need to do in the days ahead.
- Give back more than you get. Networking is a two-way street. If you always look for help from your contacts without offering anything in return, you will quickly become an annoyance. Instead, assist your contacts in some way, such as by passing along information about open positions they might be interested in or by offering your expertise in addressing a job challenge they are facing.

Source: J. Craig Honaman, FACHE, principal, H & H Consulting Partners, LLC, Atlanta; (770) 394-2221; [careerdir1@aol.com](mailto:careerdir1@aol.com); [www.careertransitioncoaching.com](http://www.careertransitioncoaching.com).

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