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Robert Hill, FACHE
President

President's Message

Dear Chapter Members:

As my term as president comes to a close (3/31/08), I want to thank our membership, committee volunteers, and fellow Board members for their time and effort dedicated to HLNDV. I have been extremely fortunate to preside over a highly functional membership organization with an

extremely capable Board and committee members, and generous, committed sponsors. HLNDV continues to thrive as an organization and was once again recognized by ACHE as an award-winning chapter at this year's Congress on Healthcare Leadership in Chicago. Congratulations to all of our members on this impressive honor.

It takes a great deal of time to organize, coordinate, and operationalize the work of our chapter. If you can make time to volunteer in any capacity, please consider contacting Tom Skorup, incoming HLNDV president, me, or any of the Board members and Committee Chairs listed later in this newsletter. HLNDV has particular needs for additional volunteer assistance in the following important areas:

- Membership and marketing
- Program and event planning
- Sponsorship

I would like to extend particular thanks to Tom for all of his efforts while serving as president-elect and wish him the best of luck as he leads the organization during the upcoming membership year. Tom is an extraordinary individual (personally and professionally) and will do a great job.

My thanks to all of those who support HLNDV and the people and organizations we serve.

Sincerely, Robert Hill, FACHE
HLNDV President



A Successful Program at Widener University

On March 6, 2008, "Health Care Mistakes: When Can I Say I'm Sorry?" was held on the campus of Widener University. HLNDV was very pleased to have Widener's Health Care Management (HCM) Graduate Program and Health Law Institute, along with the Department of Health Policy at Jefferson Medical College co-host the event. More than 75 people attended and Gilbane Building Company graciously sponsored the evening.

The purpose of the seminar was to explore how health care managers and clinicians can apologize to patients and families affected by medical errors. The challenge in today's litigious society is to provide an environment where apologies can be made without fear of reprisal. In some areas of the country, there are hospitals that have instituted "Disclosure & Apology" policies and the number of malpractice claims has actually decreased.

Professor Caryl Carpenter brought together leading experts in the field to first discuss case studies in a roundtable format and then participate in a panel discussion. During the round table discussions each person brought his/her own point of view regarding errors and whether or not to apologize, but also learned to hear the issue from other perspectives. Dr. Carpenter moderated a panel that included the following:

- Thomas P. Ferry, FACHE, CEO of Alfred I. duPont Hospital for Children and member of the Widener University HCM Advisory Board
- Andrew J. Fichter, JD, Professor and Executive Director of the Widener University Health Law Institute
- Joseph R. Spiegel, MD, Associate Professor of Otolaryngology, Head and Neck Surgery, Thomas Jefferson University
- Sister Margaret Sullivan, OSF, Vice President of Mission and Community Outreach at Lourdes Medical Center of Burlington County (and a graduate of the MBA.HCM program).

Sister Marge Sullivan shared her experience as CEO of St. Agnes Medical Center when a lab error resulted in the death of two patients. The hospital acknowledged the mistake and apologized, as Sister Marge and members of the medical staff went door to door talking to the involved fami-

Continued on page 5



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

HOW TO HIT A HOMERUN WITH YOUR CUSTOMERS

Proven patient experience methods from industry leaders and the world of sports

Co-sponsored by Healthcare Planning and Marketing Society of New Jersey

Friday, April 18, 2008

12:30 - 7:00

Speakers from Aramark, Lancaster General, Array, and Healthstream, including an All American picnic followed by Phillies-Mets game. Register at www.HLNDV.org.

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HLNDV ANNUAL MEETING

Thursday, June 19, 2008

6:00-6:30pm Registration and Networking

6:30-8:00pm Program

Gift of Life Institute, 401 N. 3rd Street

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For further information please visit the Healthcare Leadership Network of the Delaware Valley web page: www.hlndv.org or contact the Events and Education Committee Co-Chairs, April Taylor (april.taylor@hlndv.org) or Christine Winn (christine.winn@hlndv.org).

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Regent's News

Submitted by: Deborah Watson, FACHE, FACMPE

Regent for Delaware

I am happy to begin my third year as the Regent representing the State of Delaware. The members of the Delaware Regent's Advisory Council are excited about the coming year as we look to grow membership and assist members in their pursuit of the distinction of becoming board certified in healthcare management. We are looking forward to the chapter completing all the final steps of the combined membership process so that all the Delaware ACHE members become part of HLNDV, the local ACHE chapter.

As an update from the ACHE Congress this year, "Anchor the Changes" was the theme at this year's ACHE Regent's Leadership Conference held immediately prior to the ACHE Congress in Chicago. These changes refer to three major components that are important to us all as ACHE members:

- Completing the combined membership implementation
- All ACHE affiliates will be chapter members as a benefit of affiliation and only ACHE affiliates may belong to an ACHE chapter.
- Advancing all chapters to fully chartered status
- Focus on participation within the chapter structure
- Regent/Chapter collaboration
- Enhance education
- Chapter newsletter project

The value of an ACHE chapter affiliation was highlighted with a:

- Focus on affiliate needs and a seamless system of service innovation within a shared framework
- Culture of collaboration with shared priorities and programs
- Operational efficiency with integrated data management and communication as well as economies of scale.

An important goal of the chapter structure is to increase affiliate value and participation at the local level. The role of the Regent will be to serve on the chapter board as an officio voting member. In addition, the Regent will also serve on the chapter nominating committee as an ex officio voting member.

Further information on the advancement to Fellow credential was also highlighted at the meeting. There is a new FACHE logo. Written under the letters are the following:

Welcome to our New Members

December 2007 through March 2008

Carlton Alouidor	Maureen Judd, FACHE
Marion Amanambu	Stephanie Langston
Robert Anselmo Quest Diagnostics	Pamela Leslie
John Crisafulli	Nkrumah Makinwa
Lea Dandrea The Childrens Hospital of Philadelphia	Kathleen McGrinder
Mark Dougherty, FACHE Johnson Controls, Inc.	Robert Murray, III, FACHE
Heather Feldman Prasad	Philip Okala, FACHE
Nicholas Harrison	Joanne Plesnick
Nancy Hesford	Barbara Roberts-Baker Christiana Care Health Systems
John Hueter	Regina Shapiro
John Jones, Esq. Pepper Hamilton LLP	Kathryn Slatt

Movers and Shakers

- **Carl Adkins, FACHE** recently joined The Chester County Hospital as Vice President, Ancillary Services
- **Adam Mace** has joined The Children's Hospital of Philadelphia as Manager of Cardiology Operations
- **Kate J. Flynn, FACHE** appointed President, Health Care Improvement Foundation
- **Bill Myers**, HLNDV Board Member has joined Eclipsys Corporation as Sales Executive for VA/WV
- **Douglas Hughes**, HLNDV Board Member, has joined Paoli Hospital as Director of Nursing

To help us stay connected, HLNDV encourages members to share news regarding new positions, promotions, awards, and/or special announcements. E-mail your information to: hlne@mail@aol.com

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HLNDV Sponsor Recognition

We would like to thank the following organizations for their support as Annual Sponsors during 2007-2008. 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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Articles of Interest Spring 2008

MLK Day of Service Has Record Turnout

By Luke Balinski

HLNDV members continue to enthusiastically demonstrate their willingness to serve. At this event, a record number of volunteers (17) showed up to make lunches, care packages and participate in other activities for those served by the Shelter. This year's project was selected and coordinated by the Career Development committee to offer direct benefit to those most in need.

The Youth Emergency Shelter at 1526 Fairmount Ave is a part of Youth Services, Inc., a non-profit child welfare agency actively serving at-risk children in many situations, including run-away youth. Service Coordinator Erin Kane offered her thanks for HLNDV's support:

"The Martin Luther King, Jr. Day of Service event had a profound affect on the homeless and runaway teens residing in the Youth Emergency Shelter. It was great to introduce them to the spirit of service, and by the example of the volunteers, to show them that there are people willing and able to give their time and talent for the betterment of the community. Project H.O.M.E.'s outreach coordinator also greatly appreciated the care packages and lunches—they were quickly distributed. Thank you!"

We will continue to look into events and ongoing opportunities for HLNDV members to serve. If you are interested in getting involved in community service, please contact Luke Balinski @ 856-380-4701.

A special thanks to our colleagues who generously volunteered their time, energy, and spirit!

MLK Day 2008 Volunteers

Chuck Walczak
Kathy Pence
Paul Walker
Adam Engle
Seth Engle
Zoe Kron
Carl Adkins
Luke Balinski
Kate Flynn
Shraddha Patel
Anna Steelman
Kate Slatt
Allison Wilson
Tom Skorup
Carolyn Ballard
Lori Van Der Voort
Warren Lyons

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How to Get Staff to Voice Their Opinions

An environment in which staffers are scared to voice their opinions can lead to inefficiency. Instead, create an open atmosphere in which there will be no negative consequences if someone speaks up. Try these tactics:

- Start at the top. Senior management should continually ask staff for their views and thank them for their suggestions. When appropriate, they should also use the suggestion and tell the staff that it was heard and appreciated.
- Ask open-ended questions. Ask questions that won't elicit one-word answers like, "Why do you think this is true?" or "Please tell me more about that."
- Use self-disclosures. It can very powerful and contagious for senior managers to display openness themselves. For example, a CEO could stand up in front of staff and say something like "As you know, we recently made a decision to acquire another company but I felt very torn about the decision and had many doubts such as . . . What are your doubts?"
- Catch people in the act. When a staffer makes a comment, suggestion or criticism, go out of your way to acknowledge her. Sincerely thank her, being careful not to be patronizing. This will not only increase the probability that people will speak up again, it will also help promote a spirit of openness that will spread to others.

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

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Richard Cohen, President & CEO of Philadelphia Health Management Corporation

It has been my privilege to serve as a longtime Director of the Healthcare Leadership Network. Its relevance to the region cannot be overstated, as it works to connect the various players in health-care in the Delaware Valley. From my perspective at a public health institute that engages in collaborative partnerships with government, foundations, businesses and other community-based organizations to build healthier communities, this connectivity is crucial to making all of us effective in our work.

I have considered my role in HLN a particular honor because it points to the organization's commitment to involving non-traditional members. I hope and trust that HLN will continue to be open to membership from the public health sector and will encourage the pursuit of careers in public health.

Though stepping down as a Director, I know that I will continue to work closely with my HLN colleagues to make health care – and access to it – ever stronger in our region.

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Widener University Program
Continued from Page 1

lies. She argued that apology is "the right thing to do" when an error occurs, regardless of the legal ramifications. The hospital, which had a "No Blame Policy", was able to move forward quickly. Joe Spiegel from Thomas Jefferson University pointed out that doctors are trained to be in charge and not acknowledge that outcomes may be uncertain. His view is that physicians are afraid of being sued and are often advised by attorneys not to disclose information or offer apologies. He is working with physicians at Jefferson to change that mindset. Tom Ferry from Alfred I duPont Hospital for Children shared with the group his efforts to change Delaware state law to make apologies easier for health care providers. He agreed that apology "is the right thing to do" and that hospital managers need to create a supportive environment that encourages disclosure and apology. Andy Fichter from Widener's Health Law Institute shared with the audience the intricacies of the law and how it affects physicians, hospitals, and patients. He noted that many states have passed "I'm Sorry" laws that make it possible to apologize for a mistake without facilitating any resultant law suits. A similar bill was recently introduced in the House of Representatives in Harrisburg. Professor Carpenter successfully brought different points of view together to explore a complicated and growing concern in the health care arena.

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Mike Halter of Tenet congratulates Jim Burke, named Eastern-PA Regent during Congress 2008

Regent's News
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Fellow of the American College of Healthcare Executives
The Distinction of Board Certification

Becoming board certified is a way to 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 can demonstrate the knowledge, skills and confidence to succeed.

We are in a time of exciting change. It is up to all of us to understand and embrace these changes moving forward. In the words of Mahatma Gandhi, "we must become the change we want to see".

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Healthcare Leadership Network of the Delaware Valley
Balance Sheet 12/31/07

Assets	HLNDV 12/31/07	
	Balance	% of Total Assets
Checking Accounts	\$ 20,760	66.0%
Bank CD	\$ 10,696	34.0%
Net Assets	\$ 31,456	100%
Liabilities		
Total Liabilities	\$ -	0%
Fund Balances	\$ 31,456	100%

Change in Assets 2007	
Checking Beginning of Year	\$21,024
CDs Beginning of Year	\$10,320
Total Assets Beginning of Year	\$31,344
Change in Assets	\$112

Spotlight on a Successful Mentoring Partnership

Greg D'Adamo, Vice President, Support Services at Capital Health System and Adam Mace, Manager, Cardiology Operations at The Children's Hospital of Philadelphia, recently reported on their positive experience participating in the HLNDV Mentorship Program. Greg and Adam were introduced in 2007 as a result of the work done by members of the Career Development Committee.

Greg D'Adamo – The Mentor Perspective

"Participating in the HLNDV mentorship program was not my first venture into this area. At Capital Health System we participate in The Academy Fellowship offered through The Advisory Board Company. Members of Senior Management are assigned potential future leaders in the organization who participate in the Fellowship. Throughout the Fellowship we act as a 'Coach' to the participants assessing their progress and maintaining their momentum. The training I received from this experience along with the mentorship guide provided by the ACHE helped me with being a mentor in the HLNDV program.

I was first contacted by John Kiernan to determine my interest in participating in the HLNDV mentorship program. When asked my preference for a mentee I felt it was more appropriate to accept someone currently working in a hospital setting. I was assigned Adam Mace, who at the time was working at Kennedy Health System in Stratford, New Jersey as a Supervisor in Cardiopulmonary Services. Adam was completing his MHA from St. Joseph's University and was identified as being sincerely motivated. He expressed as his objective to eventually progress toward directing a service line and was seeking mentorship support on building budgets and general leadership.

After exchanging several phone calls we decided to have a face-to-face meeting. We met on a Saturday morning in May 2007 at a diner in South Jersey. We exchanged background information and discussed our expectations from the mentorship arrangement. We established goals and set an informal timeline of when these goals might be met. I was happy to hear that Adam was pursuing his Master's and expected to earn his degree within a year. He was a member in the American College of Healthcare Executives with the eventual goal of becoming a Fellow. I shared my goals and explained how I became a Fellow.

Since then we have exchanged phone calls on a number of occasions and had dinner with our wives. We discuss issues related to our careers and our progress toward achieving our goals. Getting to know Adam more and his qualifications gave me an

advantage to identify opportunities for him within the industry. Although the expectation of a mentor should not be to deliver a new job as part of the experience; if a position becomes available that may be appropriate, the mentor can always bring it to the attention of the mentee for follow up. In addition, I introduced Adam to a local search firm and when opportunities become available they too contact him.

Overall the mentorship program has been very rewarding for both Adam and me. We have learned much and have developed a trust and confidence in one another. Adam is well on his way to becoming a service line leader and I too have strengthened my leadership skills. I have learned to listen attentively, pose thought provoking questions and offer challenges."

Adam Mace – The Mentee Perspective

"Throughout my career I have always believed it was necessary to seek out professional, knowledgeable and experienced individuals that can offer positive guidance to my professional development. There were two reasons why I originally sought out the HLNDV mentor program; (1) I felt a need for improving my awareness of how healthcare organizations and their administrators strategically develop and implement new programs and (2) I needed to collaborate with a seasoned veteran in the healthcare industry with regards to developing my own career path.

John Kiernan of Management Pathways provided me with Greg D'Adamo's profile outlining his skill sets and experience. In May 2007, Greg and I had elected to meet face-to-face at a local South Jersey diner to discuss what our goals were for our mentorship experience. Since that time we have developed a friendship and mutual respect of one another, often exchanging phone conversations discussing our present experiences and monitoring my career path progress. Very recently we met for dinner with our wives. Every interaction I have with Greg has proven to be a positive experience. In the short time I have known him, my career has moved in a more focused and positive direction. The focused instruction and encouragement I have received from Greg has already bared fruit. I have recently accepted a new position with Children's Hospital of Philadelphia; serving in the role of Manager of Cardiology Operations. I will be completing my MHA from Saint Joseph's University this May and am currently enrolled in the Corazon Heart and Vascular Academy. My goal is to bring the education I achieved from SJU in line with a cardiovascular leadership role.

The mentor program has proven to be a rewarding experience for me, exceeded all of my expectations. I hope to one day have the ability to pass on what I have learned in my career to an individual in search of their own professional growth and development."

For information on the Mentorship Program, contact the CDC chairs, Chuck Walczak and John Kiernan, or visit www.hlndv.org.

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AmericanCollege of
HealthcareExecutives
for leaders who care

Articles of Interest

Board of Governors Examination Promotion

Take your next step to earning the distinction of board certification in healthcare management. If you submit your Fellow application between March 1 and June 30, 2008, along with your \$250 application fee, ACHE will waive the \$200 Exam fee to take the Board of Governors Examination after your application is approved. You will have six months to take the Exam before your waiver expires. For more information, go to the Credentialing page on ache.org.

Prepare for the Exam

Use this collection of books to help you prepare for the ACHE Board of Governors Exam. The next review course for the Exam will be held April 28-30 at the Chicago Marriot O'Hare. You also can take advantage of the 12-week online tutorial. Visit the Credentialing area of ache.org to learn more about these and other study resources.

ACHE Board of Governors Exam Study Set

Order code: REGT-2087S, \$207

NEW EDITION! *The Financial Management of Hospitals and Healthcare Organizations*, Fourth Edition, by Michael Nowicki, EdD, FACHE, FHFMA

The Well-Managed Healthcare Organization, Sixth Edition, by John R. Griffith, FACHE and Kenneth R. White, PhD, FACHE

Human Resources in Healthcare: Managing for Success, Second Edition, by Bruce J. Fried, PhD; Myron D. Fottler, PhD; and James A. Johnson, PhD

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Survey Compares the Career Attainments of Healthcare Executives by Race/Ethnicity

This spring, five professional societies of healthcare executives are collaborating to study the career attainments of healthcare executives. Under the leadership of the American College of Healthcare Executives, members of ACHE, the Asian Healthcare Leaders Association (AHLA), the Institute for Diversity in Health Management (IFD), National Association of Health Services Executives (NAHSE) and the National Forum for Latino Healthcare Executives (NFLHE), will be sent a questionnaire that asks them about their preparations, achievements and attitudes relative to their careers in healthcare management. Results will be compared and presented in a report scheduled to be released in late 2008 or early 2009.

If you are among those sampled for the study, we request that you set aside the estimated 20 minutes to complete the survey. By filling out the survey, you will provide important information on diversity in the profession.

If you have questions about this research, please contact Peter Weil, PhD, FACHE, Vice President, Division of Research, ACHE at (312) 424-9440.

The first meeting of ACHE's 2008-2009 Nominating Committee was held on Tuesday, March 11, 2008, during the Congress on Healthcare Leadership in Chicago.

During this time, an orientation session was conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. An open forum will be provided for ACHE affiliates to present and discuss their views of ACHE leadership needs.

If needed, the committee will meet again on September 11, 2008, to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Thursday, October 30, 2008. All candidates will be notified in writing of the committee's decision by September 30, 2008.

Please review the Candidate Guidelines. If you have any questions, please contact Julie Nolan at (312) 424-9367 or jnolan@ache.org.

Mail applications to serve to: William C. Schoenhard, FACHE, Chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3424.

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Healthcare Leadership Network
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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