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## A Message from the President



**Michael George, FACHE**  
President

**T**he Healthcare Leadership Network of the Delaware Valley (HLNDV) had a very successful 2004/2005 membership year. I presented our accomplishments at the Annual Meeting, which was held on June 15, 2005, at the Union League in Philadelphia, PA. At this meeting, I also recognized the Board and Committee members, whose hard work and volunteer efforts made these accomplishments possible. I want to take this opportunity to share these accomplishments with you, our Chapter Members.

Our Membership & Marketing Committee, co-chaired by Gail Malcolm, CHE, and David Long, redesigned the HLNDV Membership Brochure; conducted our annual membership drive, including the introduction of the two-year membership option and maintenance of the reduced rate for ACHE Members; increased the number of HLNDV Members by 21% from last year, from 249 members to 302 members; increased the percentage of our members who are also ACHE Members to 66%; and published three Newsletters. The Committee also updated the HLNDV website, including introduction of an HLNDV "Members Only" Section and on-line Membership Directory, and conducted a membership survey.

Our Events and Education Committee, chaired by Faith Pathak, conducted eight programs, including an ACHE Category I On-Location Program entitled "Good to Great in Healthcare and Patient Satisfaction" in Philadelphia last August; our Annual Career Development Program with ACHE Category I credit in October at Einstein; a program on technology co-sponsored with the Temple University Healthcare Management Alumni Association in November; a Post-Presidential Election Healthcare Issues Program at

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*Members gather in the Lincoln Room of the Union League of Philadelphia for the Healthcare Leadership Network Annual Meeting.*

## HEALTHCARE LEADERSHIP NETWORK OF THE DELAWARE VALLEY

### 2005 Annual Meeting

**June 15, 2005**

Dennis R. Hovanec, Co-Chair Education and Events Committee.

**T**he Healthcare Leadership Network of the Delaware Valley (HLNDV) held its 2005 annual meeting on Wednesday, June 15th in the Lincoln Room at the Union League in Philadelphia. Over 80 participants enjoyed the presentations, awards, networking opportunities and the excellent hors d'oeuvres during this exciting event. The program began with our President, Michael George, FACHE, giving an overview of the events and accomplishments of the past year (see associated President's message). He also thanked Siemens Medical and ECRI for their corporate sponsorship, which has allowed HLNDV to provide first class programs for its members and guests.

Dennis Kain, FACHE, ACHE Regent for Southeastern PA, introduced Mr. Leland (Lee) White, FACHE as the recipient of the ACHE Regents' Senior Level Healthcare Executive Award. Dennis reviewed a long list of accomplishments and positions held by Mr. White. Lee acknowledged the award and followed with a very inspirational acceptance presentation which urged all healthcare managerial professionals to be sensitive to the workday of a caregiver. He stressed that we all need

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## U P C O M I N G   E V E N T S

August 11 and 12, 2005

**ACHE Category 1 Program Sharpening Executive Skills**

Presented by Paul Preston

Health Strategies and Solutions, Co-Sponsor Philadelphia, PA

August 11, 2005

**Networking Social**

Tira Na Nog

Philadelphia, PA

September 14, 2005

**International Health**

Dr. Afaf Meleis

In conjunction with Wharton Alumni

University City, Philadelphia PA

September 27, 2005

**Annual Career Development Program**

Negotiating Skills

Dr Jose Proenca

Widener University, Chester, PA

October 22, 2005

**Student Conference**

led by Kate Flynn, VP, VHA

Keynote Speaker - Dennis Kain

Sponsored by Tyler and Company

October 25, 2005

**Delaware Hospital Association**

Dover Downs Hotel and Conference Center

November, 2005

**New Jersey Regents' Program**

Topic and Location TBA

November 11, 2005

**Temple University Fox School and TUHMAA Program and Conference**

CEU Credit available

ECRI, Plymouth Meeting, PA

December, 2005

**Consumer Driven Health Plans**

Delaware

January, 2006

**Networking Social**

Date and Location TBA

February, 2006

**Breakfast with the ACHE Regents**

Date and Location TBA

March 27-30, 2006

**ACHE Congress on Healthcare Management**

Hyatt Regency Chicago

April, 2006

**Cost Containment and Data Reporting**

Date and Location TBA

May, 2006

**New Jersey Hospital Association**

Date and Location TBA

May, 2006

**Networking Social**

Date and Location TBA

June, 2006

**Annual Meeting and 30th Anniversary Celebration**

Philadelphia, PA

Date and Location TBA

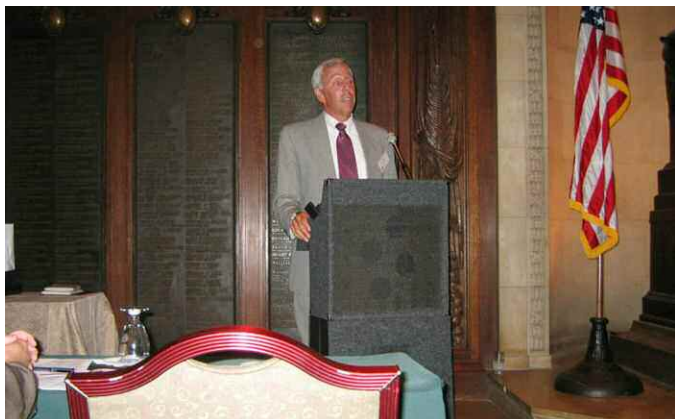
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**Retired Health Care Executives - Luncheon group meets monthly at Alberto's Newtown Squire, on Route 252 in Newtown Square, PA. Seeking new members due to attrition. Easy access from major highways from Philadelphia and surrounding counties, South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

Annual Meeting

Continued from Page 1

to balance financial metrics with quality and attention to patient safety. One of Lee's themes was "not to settle for happiness" but to give back to the healthcare industry and "don't settle for what you know, rather investigate what you don't know."



Mr. Leland (Lee) White, FACHE, recipient of the ACHE Regents' Senior Level Healthcare Executive Award.

Greg D'Adamo, FACHE, ACHE Regent for South Jersey, presented the Administrative Achievement Award to Dr. Adrienne Kirby, FACHE. Once again, a long list of accomplishments at Virtua West Jersey Hospital System as well as local awards were acknowledged. Adrienne graciously thanked all those she had worked with in her career as well as the Healthcare Leadership Network of the Delaware Valley. She believes that we should all enjoy every day, be enthusiastic about what we do and "make a difference" in our organizations.

Warren Lyons, FACHE, President-elect, recognized Michael George for his many accomplishments during this past year as President of the organization. Notably, Michael was recognized by the Philadelphia Business Journal as one of the top 40 under 40 years of age managers. Warren looks forward to the passing of the baton. He then announced the results of this year's election and the 2005-2006 Board of Directors:

- President - Michael George, FACHE
- Past President - Adam Engle, CHE
- President Elect- Warren Lyons, FACHE
- Treasurer- Robert Hill, Jr., CHE
- Secretary- Thomas Skorup
- Co-Chairs, Education and Events - Dennis Hovanec and Faith Pathak
- Co-Chairs- Membership and Marketing - Gail Malcolm, CHE, and Dave Long
- Co-Chairs, Career Development - Melissa Schrier and Amy Taylor O'Brien
- Chair, Educational Relations Committee- Kate Flynn, FACHE

- Director-At-Large- Rieke C.Baize, CHE
- ACHE Regent - Delaware - Joan G. Thomas, CHE
- ACHE Regent - Southern NJ - Gregory N. D'Adamo, FACHE
- ACHE Regent - Southeast Pa. (Area A) - Richard J. Cohen, FACHE
- ACHE Regent - Southeast Pa. (Area E) - Dennis J. Kain, FACHE
- ACHE Regent-at-Large - District two - Sandra M. Iberger, CHE

The following responsibilities were also recognized:

- Corporate Sponsorship Sub Committee Chair - Gene Fatula
- Mentorship Subcommittee Co-Chairs - Sam Steinberg, FACHE, Deborah Watson, FACHE, William Evans, FACHE
- Webmaster - Roy Harker

Finally, Michael George recognized Dr. Charles "Chuck" Hall, Jr.; in memoriam for all that he had done for the healthcare industry, the health administration program at Temple University, ACHE and HLNDV. Following this recognition, the attendees enjoyed networking opportunities and the social atmosphere.

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**ROBERT F. HILL, JR., CHE**, has been promoted to principal at Health Strategies & Solutions, Inc. In his new position, Robert will take the lead role in the firm's financial planning and compliance consulting engagements. He has 14 years of health care management consulting experience, with expertise in financial feasibility studies, market analysis, strategy formulation, and implementation planning.

Prior to joining Health Strategies & Solutions in 1997, Robert was a senior consultant with a health care consulting firm and a financial analyst at the New Jersey Health Care Facilities Financing Authority. He has an M.B.A./M.S. in health care administration and finance from Temple University and a bachelor's degree from Brown University. Robert is a diplomate of the American College of Healthcare Executives, a board member of the Healthcare Leadership Network of the Delaware Valley, and a member of the Healthcare Financial Management Association.

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## Welcome to our New Members

April through July 2005

**Kenneth Baab**  
Northwood Surgery Center

**Kimberly Burns**  
Independence Blue Cross

**Michael Cinkala, II**  
Christiana Care Health System

**Annette Conklin, RN, OCN, MS**  
Lourdes Health System

**Heinz Dommert, MBA, MS**  
PharMerica

**Robert Goodman, BA, MBA, CHE**  
The Mansfield Group, LLC

**Laura Heckman**

**Susan Kaiden, MBA**

**Rhonda Ketcham**  
Christiana Care Health System

**Denise Kovatch, MSA, RN**  
Clinical Care Associates

**Gail Latimer**  
Siemens

**Kathleen Lee**

**Terence Lumley**

**Antoinette McCall**

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

**Debra Moran**  
Virtua Health

**Thomas Queenan**  
Temple University Health System

**Jeff Ryan**

**Wendy Seiler, MBA, RRT**  
Virtua Health

**Elizabeth Sheridan, FACHE**  
South Jersey Healthcare

**Jodi Silow, R.N.**

**Hamish Stewart-Smith**  
Greencastle

**Edward Weirauch**

**Reinhard Zapfe**

## Healthcare Leadership Network Participates in New Jersey MGMA

**Event** Daniel Strauch, MHA, CHE

Several members of the Healthcare Leadership Network of the Delaware Valley attended the 2005 New Jersey Medical Management Conference held at the Trump Taj Mahal in Atlantic City on March 2nd and 3rd. The event was co-sponsored by the Medical Group Management Association (MGMA) New Jersey and the Practice Management Section of the Medical Society of New Jersey.

Over 280 managers attended the conference and 45 vendors were featured in the Exhibit Hall. HLN supported the event by sending announcements to all ACHE members in the Delaware Valley and by staffing a table promoting HLN and ACHE membership. Michael George, FACHE, and David Long distributed literature and answered questions about HLN. Dan Strauch, CHE, was on the Practice Management Conference Program Committee and helped coordinate HLN's involvement.

The Conference featured several nationally known speakers who instructed participants on improving medical practice operations and finances. MGMA New Jersey is planning another similar event for March 2006.

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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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*Michael George, FACHE, President of HLNDV, and Warren Lyons, FACHE, Vice-President, HLNDV (front row) with ACHE Regents Richard J. Cohen, FACHE (Southeast Pa. - Area A), Gregory N. D'Adamo, FACHE (Southern NJ), Joan G. Thomas, CHE (Delaware), and Dennis J. Kain, FACHE (Southeast Pa. - Area E) at a planning meeting this past spring.*

## Healthcare Leadership Network of the Delaware Valley Announces New Board of Directors for the 2005/2006 Term

Michael George, FACHE, President

Congratulations to the following members of the Healthcare Leadership Network of the Delaware Valley, who have been elected Board Members for the 2005/2006 term.

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

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

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

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

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

### Co-Chairs, Career Development Committee:

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

Melissa Schrier, Assistant Director Marketing, Fox Chase Cancer Center

### Co-Chairs, Membership & Marketing Committee:

Gail Malcolm, CHE, Business Support Analyst, MEDecision

David Long, Operations Director, Silver Springs

### Co-Chairs, Events & Education Committee:

Faith Pathak, Ambulatory Quality Coordinator, Clinical Care Associates

Dennis Hovanec, Manager Contracting, Papastauros Associates Medical Imaging

### Chair, Educational Relations Committee:

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

### Director-At-Large

Rieke Baize, Senior Medical Cost Analyst, AmeriHealth HMO

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

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## HLNDV Networking Social May 11, 2005

The Healthcare Leadership Network of Delaware Valley held a networking social event on Wednesday, May 11th at the Iron Hill Brewery located at the Riverfront area of Wilmington, Delaware. A large number of attendees from the Philadelphia and Wilmington areas were present. The venue, on the Christina River, was fascinating and the weather, which was warm and sunny, added to the atmosphere. Some of the attendees came to see if they wanted to join the organization while others were members who attended their first event. Of course, long-time members were represented as well. Overall, the comments about both the organization and the event were overwhelmingly positive. Many new relationships were established and potential members commented that they planned to join the HLNDV. Suggestions were offered for future event which the Educational and Events Committee is investigating. The attendee list ranged from students to well established professionals in the healthcare industry. All those who attended the social vowed to return to the Riverfront to take in the shops, restaurants, riverwalk and baseball stadium. We are all looking forward to the next event.

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**HLNDV committees are always looking for new committee members!**  
**Contact the chair or co-chair – see page 10 for contact information**

President's Message  
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Virtua in South Jersey in January; our Annual Breakfast with the ACHE Regents at WXPN's World Café Live in February, which featured then Chair-Elect of the College, Sam Odle, FACHE, as well as ACHE Advancement Information Sessions for both Fellows and Diplomates; a two-day program on Physician Practice Management co-sponsored with the New Jersey Medical Group Management Association (MGMA) in March at the Trump Taj Mahal in Atlantic City, NJ; a Pharmacy Program with ACHE Category II education credit at Crozer-Chester Medical Center in April; and our Annual Membership Meeting. With this Committee's help, HLNDV hosted three Networking Events, including one at Philadelphia in August at 2021 Bar & Restaurant; another in Bucks County in September at the Buck Hotel; and the final networking event of the year in Delaware in May at Iron Hill Brewery on the Riverfront in Wilmington.

Our Career Development Committee, chaired by Amy Taylor O'Brien, facilitated the advancement of several of our members, who participated in an ACHE Fellowship Advancement Support Group chaired by Dennis Skrajewski, CHE, to ACHE Fellowship. This included four members from Pennsylvania, seven from New Jersey and one from Delaware. The Committee also facilitated the advancement of several of our members, who participated in an ACHE Diplomate Study Group chaired by Rieke Baize, CHE, to ACHE Diplomate status. This included twelve members from Pennsylvania, thirteen from New Jersey and seven from Delaware.

The Career Development Committee was also responsible for publishing nine Job Bulletins for Members and participating in Community Service activities, including the Annual Martin Luther King Day of Service sponsored by the United Way of Southeastern Pennsylvania, cell phone collection for women's shelters, canned goods collection for a local food bank and clothing collection for the Salvation Army. Finally, the Committee was responsible for the reestablishment of the Mentorship Subcommittee and the identification of new leadership for the Subcommittee with co-chairs from PA, DE and NJ, all ACHE Fellows -- Samuel Steinberg for PA, William Evans for NJ and Deborah Watson for DE.

Our Educational Relations Committee, a new committee for HLNDV, was instituted and co-chaired by Kate Flynn, FACHE, & Melissa Schrier. As part of their activities, eight student program visits were completed, including seven visits in PA and one visit in NJ. The Committee assisted Widener University Health & Medical

Services Administration Program with establishing an ACHE Student Chapter. The Committee also supported existing ACHE Student Chapters, including those at Arcadia University, LaSalle University and Temple University and completed planning for a HLNDV Student Forum to be held at St. Joseph's University in Philadelphia on Saturday, October 22. This program will be sponsored by Tyler and Company.

Our Finance Committee chaired by Bob Hill, CHE, Treasurer, developed a CY2005 Budget with a projected \$2,400 surplus and implemented a Corporate Sponsorship Program, which has yielded \$2,500 year-to-date. Special thanks goes out to Gene Fatula, who chairs our Corporate Sponsorship initiative, and his committee members. Their efforts have resulted in generous financial support from the following organizations during the first year of the program: Siemens (Annual Sponsor); ECRI (Program Sponsor, Annual Meeting); Health Strategies and Solutions (Program Sponsor, Fall 2005).

Other accomplishments of our organization this year include our annual Board Leadership Retreat; an update of our Strategic Plan headed by Rieke Baize, CHE, Director-at-Large; participation in all three annual Hospital Association Meetings in PA, NJ, and DE headed by Warren Lyons, FACHE, President-Elect; and the reinstatement of the ACHE/HAP relationship, which was accomplished by our co-hosting an ACHE meeting with William C. Schoenhard, FACHE, currently Chair-Elect of the College, with other ACHE Chapters in PA at the HAP meeting in April in Hershey, PA.

Although some may think that our Board's and Committees' jobs are done after the annual meeting, the hard work continues during the summer months. Amidst finding time for much-needed vacations and time off with family and friends, the Board holds its annual retreat to set goals and develop plans for the next membership year in July. Several of the Committees continue to meet and work through the summer so that the organization can hit the ground running in September with educational programs, networking events and other career development opportunities for our Members.

I would like to congratulate our Board and Committee Members on our Chapter's success this past year, as well as thank them for all of their hard work. I would like to wish them and all of our Chapter Members a safe and relaxing summer season. I look forward to working again with our Board and Committee Members and serving as your Chapter President as we begin our new membership year.

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## Introducing HLNDV's Corporate Sponsorship Program

Gene Fatula

In January of this year, the HLNDV Corporate Sponsorship Committee was formed under the direction of committee chairperson Gene M. Fatula and HLNDV Treasurer, Robert Hill, CHE. The committee was formed with the purpose of obtaining funding to support HLNDV programs in return for access and exposure to our membership.

Why would a health care organization be interested in sponsorship? Companies use sponsorship opportunities for various reasons such as: heightening visibility and brand exposure, narrow-casting, entertaining clients, and showcasing new products and services. According to the IEG Sponsorship Report, sponsorship continues to outpace advertising and sales promotions. Sponsorship spending in North America has grown annually from \$6.8 billion in 1998 to a forecasted \$11.4 in 2004.

The 2005 Corporate Sponsorship Program has three different levels with various benefit packages:

- Annual
- Educational
- Networking/Social

HLNDV would like to thank our inaugural corporate sponsors:

Siemens Medical – Annual  
 ECRI – Educational  
 Health Strategies & Solutions, Inc. - Educational  
 Tyler and Company.- Educational

Highlighted in this newsletter is an article from Siemens Medical on why they chose to become a sponsor of the Healthcare Leadership Network of the Delaware Valley. Look for articles from other corporate sponsors in future newsletters.

To learn more about becoming a Healthcare Leadership Network of the Delaware Valley Corporate Sponsor, please contact Gene M. Fatula, Committee Chair for Corporate Sponsorship, at 267-852-0289 or at kgfatula@msn.com.

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**SIEMENS**  
 medical

## Corporate Partner Profile: Siemens

Barbara Sivek, Business Management Communications,  
 Siemens Medical Solutions

Siemens is proud to become a corporate partner for the Healthcare Leadership Network of the Delaware Valley. As a long term corporate partner at the national level with ACHE, Siemens is excited to have the opportunity to partner with the local ACHE organization.

Headquartered in Malvern, PA, Siemens Medical Solutions recognizes the value of partnering with ACHE and strongly supports the ACHE mission of providing lifelong educational and networking opportunities for our nation's healthcare executives. As such, Siemens has proudly sponsored ACHE's Annual Congress in Chicago since 2002. Siemens executives attend the annual Congress to gain insight on the issues facing healthcare executives and to meet with the ACHE Board of Governors.

Over the last several years, Siemens personnel and Siemens customers have co-presented at Congress on topics ranging from the strategic advantages of information technology to the physician acceptance of CPOE. In the past, Siemens has also sponsored ACHE Education Clusters in Savannah, Hilton Head, Cape Cod and Marco Island, Florida.

Siemens is a global organization. With over 350,000 employees around the world we are one of the largest multinational employers with 75,000 employees in the United States alone. Our products, services and solutions serve industry, healthcare, education and transportation. We coordinate, support, and integrate a full range of technologies – providing administrative, healthcare, technical, voice and data networking, managerial and financial solutions.

As an organization, we provide unparalleled experience and expertise in information and medical technologies, in large-scale solutions, in all aspects of healthcare enterprise transformation. Every day, for example, we work with hospitals and other medical organizations to optimize processes, implement medical system solutions, design workflow, enhance communications, safeguard people and property, manage facilities and more.

We are also committed to the future of healthcare, and work with leading medical providers to provide the latest in innovative solutions. Siemens operates, for instance, the largest global health information network in the world, helping safeguard clinical and financial data that reaches more than 500,000 workstations.

Siemens mission has been and continues to be "to improve health worldwide". It is the synergy of our missions that enables the partnership between ACHE and Siemens to offer great benefits to both of our organizations. We look forward to our work with the local chapter. Should you have any questions on our partnership, you can contact either Barbara Sivek, at 610-448-4724 or Bill Myers at 610-313-3933.

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## National News - Summer 2005

### Take Your Leadership Performance to the Next Level

To help senior executives enhance their leadership skills and meet the unique challenges of their positions, ACHE offers the Leadership Development Institute. Combining a number of unique teaching techniques with skill assessments and confidential individual coaching sessions, this program provides illuminating information about you, your leadership and decision-making styles, and your impact on others. One of ACHE's most highly rated programs, the Leadership Development Institute will be held November 2-4, 2005, in Baltimore. For more information or to register, watch [ache.org](http://www.ache.org) or call the Division of Education at (312) 424-9300.

### Career Development Opportunities in Orlando

The Healthcare Executive Career Resource Center will offer a full slate of programs at the Orlando, FL, Cluster, December 12-16, 2005. Hone your leadership skills with the Personality Type Assessment, Visionary Leadership Assessment, Emotional Intelligent Assessment, or Power/Influence Assessment. Or earn Category I (ACHE education) credit by taking The Benchmarks Workshop, Benchmarks Plus Emotional Intelligence, or the Executive Job Search Workshop. For a complete list of workshops offered at this site, contact Reed L. Morton, Ph.D., FACHE, at (312) 424-9444 or [rmorton@ache.org](mailto:rmorton@ache.org). Click here [[link to http://www.ache.org/CARSVCS/workshop.cfm](http://www.ache.org/CARSVCS/workshop.cfm)] for more information on HECRC programs.

### Seminars Provide the Strategies You Need to Succeed

ACHE's two-day seminars use an intense workshop format that allows you to discuss your most pressing healthcare management issues with expert faculty and your peers. Focusing on topics such as physician relations, cost management, patient safety, productivity, and organizational metrics, seminars provide best practices and operational tools you can implement in your organization. Seminars are offered at locations across the country; click on the links below for information about the seminars at each site:

- San Francisco, CA—October 17-20, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#sanfrancisco05](http://www.ache.org/SEMINARS/eventsbydate.cfm#sanfrancisco05)]
- Baltimore, MD—October 24-27, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#baltimore05](http://www.ache.org/SEMINARS/eventsbydate.cfm#baltimore05)]
- San Antonio, TX—November 14-17, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#sanantonio05](http://www.ache.org/SEMINARS/eventsbydate.cfm#sanantonio05)]
- Orlando, FL—December 12-16, 2005 [[link to http://www.ache.org/SEMINARS/eventsbydate.cfm#orlando05](http://www.ache.org/SEMINARS/eventsbydate.cfm#orlando05)]

### Advancement Application Deadlines

If you are applying for advancement to Diplomate status, you must submit your completed application (including supporting materials) by November 1, 2005, and sit for and pass the Board of Governors exam by December 31 to advance this year. If you are planning to advance to Fellow status and would like to be recognized at the 2006 Convocation Ceremony, your completed Fellow project and application must be submitted by November 15, 2005. Please note: Applications must be complete to be approved in time for the Convocation deadline. For more information on these deadlines, call the Division of Membership at (312) 424-9400. Information about the advancement process can also be found in the CHE & FACHE area of [ache.org](http://www.ache.org). [[link to http://www.ache.org/che\\_fache.cfm](http://www.ache.org/che_fache.cfm)]

### Online Tutorial Prepares You for the Board of Governors Exam

To obtain board certification in healthcare management, you must successfully complete the Board of Governors exam. Increase your knowledge and confidence in preparation for the exam—sign up for the Online Tutorial! Newly revised, the Online Tutorial is a 12-week self-study course that combines traditional materials with online resources. You will receive a packet of reading materials that address the knowledge areas covered on the exam, as well as a syllabus that outlines the course schedule. You will also receive a password allowing you to access PowerPoint slides, audio lectures, and a group message board through ACHE's Web site. The next Online Tutorial will begin on November 7, 2005. For more information or to register, click here [[link to http://www.ache.org/membership/AdvtoDiplomate/EXAM/OnlineTutorial/OnLineTutorial.cfm](http://www.ache.org/membership/AdvtoDiplomate/EXAM/OnlineTutorial/OnLineTutorial.cfm)] or call the Division of Membership at (312) 424-9400.

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## Pulling the Plug on Low Performers

ACHE

**Y**ou already know that low performers don't contribute much to your organization; their goal is to simply coast along, collecting a paycheck and doing as little as possible. But you may not realize how much real damage they do. If you are like most managers, you unwittingly align your entire department around low performers. You dread working with them, so you give assignments to your high performers, thus overloading them and creating an unfair distribution of work. Or you keep attempting to change low performers, perhaps putting them on committees to try to engage them in their work. Meanwhile, you alienate your good people and eventually find yourself unable to keep high performers. What should you do with low performers? Follow these strategies:

Resolve to take direct, decisive action now. When you indirectly address the problem—for example, by sending low performers to seminars or rearranging the organization to try to find a place for them—you are serving as a rehab institute for wayward employees. Take steps to bring low performers around, but don't waste too much of your valuable time on them.

Schedule a DESK meeting with the low performer. Confront the underperforming employee, and be very specific in telling the person what he or she is doing wrong and what you expect to be done differently. Use the DESK approach:

- Describe what has been observed. "Carol, you consistently come in late, take too many sick days, and miss deadlines on the projects assigned to you. Other employees have to take over to make sure things get done. This situation is unfair and is causing morale problems among your co-workers."
- Evaluate how you feel. "I am disappointed in your performance. We have discussed this problem, most recently two weeks ago, and you assured me you would take steps to work more efficiently. Your lack of accountability indicates that you don't care about this organization. Everyone else works hard, and it upsets me that you don't."
- Show what needs to be done. "Carol, I am assigning you to the Montgomery project. Your part is due in one week. Over the next five days, I am going to work directly with you and show you how to budget your time and create the desired outcome. I expect you to be here by 8:00 a.m. every day and to stay on task. I will meet with you in a week to discuss your progress."
- Know consequences of continued low performance. "You have worked here for eight years, and for eight years I've let these problems go. But this is a new day, and the rules have changed. We are going to have a different work environment

with different standards. Right now this is a verbal warning, but if you miss a deadline again, it will be a written warning. And if it happens after that, you will be terminated."

Set short evaluation periods. In the example above, the manager gave the low performer a week to demonstrate improvement, followed by an open-ended "three strikes and you're out" termination policy. Perhaps, for your situation, that policy is too harsh. That's where your judgment as a manager comes into play. Ask yourself, "How quickly do I need this low performer to fall in line in order to meet my divisional goals?" However much time that takes is how much time you should give the low performer. Just be sure he or she knows exactly what your expectations are.

Be relentless in your follow-up. If you see it, say it—both good and bad. If you see a marked improvement in the low performer's behavior, acknowledge it. A sincere effort deserves a sincere compliment. However, the next time your low performer rolls into the parking lot at 8:45 a.m., takes a two-hour lunch, or comes up short at deadline time, be quick to submit the promised written warning. And if it happens again, fire him or her.

Learn the art of "just do it" firing. It's never easy to fire someone. When you decide to do it, just do it. Have your documentation in hand, and be decisive and straightforward. You can simply say, "I followed our policies, and at this time your employment is being terminated."

*Source: Quint Studer, Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference, Fire Starter Publishing, 2004. Studer's management approach for improving organizational performance, called "HighMiddleLow Performer Conversations," can be taught via training video. For more information, visit [www.StuderGroup.com](http://www.StuderGroup.com).*

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**Healthcare Leadership Network**  
*of the Delaware Valley*

UPDATE

4514 Chester Avenue  
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David Long and Gail Malcolm, Co-Editors

VISIT OUR WEBSITE AT [WWW.HLNDV.ORG](http://WWW.HLNDV.ORG)

2005 - 2006 BOARD OF DIRECTORS

**President**

Michael George, FACHE  
Chief Operating Officer  
Rothman Institute  
267-339-3733 (Office)  
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