



SEE LAST PAGE FOR WHAT'S INSIDE



Robert Hill, FACHE  
President

## President's Message

Hello, I hope that everyone has had a great summer. In July, all HLNDV members received a message regarding an important matter. The HLNDV Board received a proposal from the American College of Healthcare Executives (see page 2 of this newsletter) to unify the membership of ACHE and our chapter.

The HLNDV Board has met and communicated at length to discuss this proposal. We are seeking clarification from ACHE on a variety of topics, including the following:

- Ability for non-ACHE affiliates to serve on HLNDV committees
- Autonomy/authority regarding communications, website, etc.
- Rights regarding sponsorships and collaboration with other organizations
- Resources/funds proposed to be available during the transitional period
- Affiliate vs. non-affiliate pricing for events and programs

We have had multiple conference calls and other communication with ACHE representatives. They have been very responsive to our questions as well as requests for information and further clarification regarding selected topics. The HLNDV Board will continue to evaluate this proposal and we will keep our members informed and up to date. Any decision that involves a modification of our bylaws will require a vote of our membership. Your input in this important decision making process is always welcome. Please feel free to forward any questions or comments via e-mail at [info@hlndv.org](mailto:info@hlndv.org). Any feedback is greatly appreciated.

Thank you.

Robert Hill, FACHE



Donald Snook, Ph.D., FACHE

## I. DONALD SNOOK EDUCATION FUND

The Healthcare Leadership Network of the Delaware Valley, the local chapter of the American College of Healthcare Executives, is pleased to announce the establishment of the I. Donald Snook Education Fund.

Donald Snook, Ph.D. was a leading healthcare executive in the Philadelphia area for 3 decades, serving as a hospital CEO and industry leader before his untimely death in 2002. An ACHE Fellow, Don served on the faculty of several graduate programs in healthcare management and was a popular author and speaker for ACHE. The course he developed - "Getting the Job You Want in Healthcare Administration" - has the longest tenure among ACHE seminars. He was a valued preceptor and mentor to several generations of students and early careerists, and demonstrated legendary passion and enthusiasm for the profession of healthcare management.

Don's legacy has been honored by establishing a memorial fund in his name, dedicated to funding "real world" work opportunities for students in our area. Many such positions have been reduced or eliminated in recent years due to industry budget pressures. Once the fund corpus is established, grants will be provided to local not for profit healthcare organizations to be used for paid internships and residencies for graduate and undergraduate students. The

*Continued on page 4*



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

### **Tuesday, October 2, 2007 - 7:00 - 9:30am**

Building An Organizational Talent Bank  
National Constitution Center

**Daniel J. Sinnott**, CEO, Sinnott Executive Consulting  
Executive Panel:

**Daniel J. Hilferty**, President & CEO, Keystone Mercy Health Plan  
**Elyse A. Kaplan**, Sr. VP, Human Resources, Mercy Health System of Southeastern Pennsylvania  
**Garry L. Scheib**, COO, University of Pennsylvania Health System

### **Thursday, October 11, 2007 - 1:00pm**

Community Service and Networking  
Germantown at Awbury Arboretum  
[www.awbury.org](http://www.awbury.org) for directions

Light landscaping and beautification from 1-4pm. After the service, we will head to McMenamin's Tavern for networking and refreshment. If you think you can lend a hand, please email Luke Balinski at [dbalinski@rsionline.com](mailto:dbalinski@rsionline.com) to let him know you are planning to come.

### **Friday, November 9, 2007 - 1:00 - 5:00pm**

Pay for Performance and Financing Healthcare:  
Will This Fix the System?

Diamond Club on the Temple University Main Campus

**Josh Goldstein**, journalist with Phila Inq

**Gene Kroch**, Ph.D.

**Arnold Kling**, Ph.D.

**Caroline Chapman**, Esq.

### **Tuesday, November 6, 2007**

Delaware Healthcare Forum  
Dover Sheraton Hotel

For more information see [www.deha.org](http://www.deha.org)

### **Tuesday, November 13, 2007**

I. Donald Snook Education Fund  
Kick-Off Fund Raiser Event

Featured Speaker: Jeff Goldsmith, Ph.D.

For further information please visit the Healthcare Leadership Network of the Delaware Valley web page: [www.hlndv.org](http://www.hlndv.org) Or contact the Events and Education Committee Co-Chairs, Gail Malcolm ([gail.malcolm@siemens.com](mailto:gail.malcolm@siemens.com)) or April Taylor ([amtaylor@alumni.gwu.edu](mailto:amtaylor@alumni.gwu.edu))

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## **Growth of ACHE Chapters: Combined Membership Structure**

Approved by the ACHE Board of Governors, June 24, 2007

When ACHE initiated its chapter strategy in 2003, the goal was to increase the value of ACHE affiliation by offering local options for professional development, including education and networking opportunities. Currently, the 82 independent ACHE chapters provide access to virtually all U.S. based ACHE affiliates. They have developed to the point of providing education and networking to more than 20,000 attendees at more than 450 chapter events during the past year.

While the chapter initiative has been extremely successful, there also is the opportunity for significant growth and development, providing further value to ACHE affiliates. Over the past year, ACHE Regents, chapter leaders and the Chapters Committee have examined various approaches to increase the value of chapters. Through this deliberative process, it became clear that there were compelling advantages to unifying ACHE and chapter membership. After extensive discussions and careful consideration at its June meeting, the Board of Governors unanimously decided to implement a fully unified model of membership by January 1, 2009.

Below are answers to some common questions regarding the establishment of a combined membership structure.

### **What does "combined membership structure" mean?**

All ACHE affiliates will automatically be members of their local chapter as a benefit of being an ACHE affiliate and all chapter members will be ACHE affiliates.

### **What are the main benefits of the combined membership structure?**

The new structure is designed to grow the value of ACHE affiliation through a shared focus on the professional development needs of affiliates and a seamless national and local system of innovative services. The structure also fosters a culture of collaboration by eliminating separate membership recruitment efforts by ACHE and chapters, as well as by increasing efficiency associated with economies of scale and the elimination of unnecessary and unproductive duplication of effort in areas such as membership data management and communications.

## Welcome to our New Members

June through August 2007

**Alora Brock**

Cancer Treatment Centers of America

**Susan Cusack, CHE**

**Heidi DeShong**

**Andrew Goldfrach**

Phoenixville Hospital

**Gail Greenspon**

Albert Einstein Healthcare Network

**Yassah Jallah**

**Samuel Kalb**

Department of Veteran Affairs

**Isabel Kearns**

Practical Healthcare Solutions

**Paul Maurer**

Main Line Health

**George Miller**

**Jacob Peltzman**

Robert Wood Johnson University Hospital

**Sharon Rosetti**

Kessler Hospital

**Donna Smith, FACHE**

**Coy Smith, FACHE**

Lankenau Hospital

**Robert Vandenberg**

**Deborah Wells**

CHOP

**Kenneth Whitehall**

US Department of Veterans Affairs

## 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.

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Local Contact: Bill Myers

bill.myers@siemens.com

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WWood21500@aol.com

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**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

dgrauman@dgapartners.com

For more information on becoming an annual or event sponsor, please contact April Taylor at 610-355-2158

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funding will benefit the organizations, in providing additional resources for management support, and also benefits the students, who will gain valuable work experience. Relationships between local university-based programs and professionals in the field will also be enhanced by addressing the expressed need for increased financial support for students.

Thanks to a founding donation of the HLNDV Board, and the generosity of several individual donors, the fund has been launched with \$7,500 in start-up funds. The initial fundraising goal is \$25,000. It is expected that the first grants will be awarded for the 2008-09 academic year.

HLNDV is currently planning a formal kick-off to raise awareness and donations for the fund. Scheduled for November 13, 2007, the event will be held at the Crystal Tea Room in Philadelphia and will feature Jeff Goldsmith, Ph.D., a nationally-prominent healthcare speaker and futurist. Similar to the HLNDV 30th anniversary event in 2006, this program is expected to attract 200-300 attendees and will be viewed as the premier healthcare event of the year. HLNDV is recruiting a select group of significant donors and corporate sponsors to initiate the fundraising effort. A range of sponsorship opportunities are available. Contributions are tax deductible (less cost of attending the event).

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## Volunteering Opportunities:

We are eager to consider community service activities within the HLNDV network. If you are looking to advertise or find volunteers for a community service project you're involved in; or if you are interested in serving alongside HLNDV members, please contact Luke Balinski at 856-380-4701

### Thursday, October 11, 1:00pm - Community Service and Networking

Germantown at Awbury Arboretum - [www.awbury.org](http://www.awbury.org) for directions. Light landscaping and beautification from 1:00-4:30. After the service, we will head to McMenamin's Tavern for networking and refreshment

If you think you can lend a hand, please email Luke Balinski at [dbalinski@rsionline.com](mailto:dbalinski@rsionline.com) to let him know you are planning to come.

## What if I work or live near a chapter border and want to be involved in more than one chapter?

ACHE affiliates will be able to maintain contact with up to five secondary (additional) chapters by placing themselves on the contact list of those chapters.

## What happens to current chapter members who do not wish to join ACHE?

Although non-affiliates of ACHE will not be chapter members, they are welcome to attend chapter events and pay a non-member fee. ACHE will provide chapters with an online tool for maintaining a non-affiliate contact database so that non-affiliates can be invited to attend chapter events. However, non-affiliates of ACHE will not hold membership status in the chapter, nor can they be officers or directors of the chapter or serve on the operating committees of the chapter.

## How will the change affect the dues structure?

ACHE affiliates will automatically become members of their local chapter without any additional fee for chapter dues. Chapter members who are not already ACHE affiliates will need to join ACHE and pay ACHE dues in order to continue chapter membership. For the first two years of membership, ACHE dues are \$150 per year.

## How will the change affect chapter revenue?

Chapters will receive an annual dues rebate equal to 10% of the ACHE dues paid throughout the year by ACHE affiliates that are members of the chapter. To address the concerns of certain chapters, ACHE has developed two ways to ameliorate a potential revenue decline:

- \* Any chapter that signs a new chapter agreement on or before October 1, 2007 that is effective on January 1, 2008 will receive an advance payment equal to 50% of the estimated 2008 dues rebate for the chapter. The 2008 dues rebate will be adjusted for this advance payment.
- \* Any chapter that signs a new chapter agreement on or before November 1, 2007 that is effective on January 1, 2008 will receive a one time revenue "bridging" grant in December, 2007 that is intended to reduce the impact of revenue shortfalls in 2008. The details of this program are yet to be fully developed and we look forward to working with our chapters to develop a fair and workable program.

## Regent's Newsletter Summer 2007 Article of Interest

### Five Tactics That Reduce Turnover

A recent report by Staffing.org confirms that the financial burden of turnover can be as much as 200 percent of the departing person's salary. That makes retention crucial. Apply these retention strategies:

1. Focus on career development. Show employees how to measure their progress as they advance from one goal or responsibility to the next. Work together to identify key competencies and develop plans to bridge knowledge or skills gaps.
  2. Provide continuous learning. Offer ongoing training opportunities to allow employees to meet career goals, to develop future leaders and to improve the services your organization offers. Encourage employees to speak at professional meetings and conferences to further develop their skills and build their own profile.
  3. Encourage networking. Give employees opportunities to build webs of contacts both within and outside your organization. Meeting with co-workers from other departments helps your employees better understand the business and identify risks and opportunities. Joining professional organizations and attending networking functions allows workers to draw on others' expert knowledge and could expose business opportunities.
  4. Offer access to management. Interaction with senior leaders gives employees opportunities to learn from—and to impress—those who control their careers. Doing so also allows top leaders to identify potential leadership talent that could guide the organization into the future.
  5. Foster open communication. Develop a culture based on candor and openly solicit ideas from employees. Hold informal face-to-face discussions after each project's completion—call them "lessons learned" sessions—and encourage employees to come to you to discuss their concerns. Schedule regular meetings to raise issues, share information and garner feedback.
- Adapted from Communication Briefings, May 2007; (703) 518-2343; www.briefings.com.

### Six Steps to Better Problem Solving

Take these steps to lead your group through a problem-solving session:

1. Discuss the problem. State the problem and invite teammates to describe their experiences. A teammate's

past experience with similar problems can point the team toward a solution.

2. Define the problem's source. Encourage teammates to brainstorm. Focus on clarifying any and all root causes, probing for more information by encouraging the team to consider unfamiliar angles. Uncovering the root causes provides a checklist for evaluating potential solutions.
3. Evaluate the benefits of solving the problem. Teammates must understand how doing so will benefit them personally and improve working conditions on the team. If teammates don't see any benefit, they will not buy into the problem-solving effort.
4. Brainstorm possible solutions. Invite teammates to contribute suggestions for solving the problem. Avoid their desire to implement those ideas; everyone should remain neutral deciding whether solutions are realistic and actionable.
5. Chart action steps. Answer these questions: "What is the first thing we need to do?" and "What is the next thing we need to do?" And so on. Develop an action plan that includes responsibilities, due dates, a communication system and an overall project schedule that everyone agrees to support.

Adapted from Communication Briefings, May 2007; (703) 518-2343; www.briefings.com.

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### Candidate for ACHE Regent, New Jersey

**Michael George, FACHE**

**Executive Director**

**Summit Surgical Center, LLC, at Virtua Health  
Voorhees, NJ**

ACHE has been my professional association of choice since joining the College as a Student Associate in graduate school. I have served as a Chapter Leader for many years, including two terms as Chapter President, as well as a Member of Regents' Advisory Councils (RACs) in NJ and PA. I currently serve on ACHE's Editorial Board for Healthcare Executive.

Chapter accomplishments during my tenure:

- Implemented Community Service programs (e.g., annual United Way Martin Luther King Day of Service);
- Formalized Mentoring Program;

*Continued on page 7*



AmericanCollege of  
HealthcareExecutives  
*for leaders who care*

## Articles of Interest

### ACHE Call for Nominations for the 2008 Slate

ACHE's 2007-2008 Nominating Committee is calling for applications to serve for 2008. All affiliates are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and 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 2010)
- Regent-at-Large, District 1 (three-year term ending in 2011)
- Governor (three-year term ending in 2011)
- Governor (three-year term ending in 2011)
- Governor (three-year term ending in 2011)
- Governor (three-year term ending in 2011)
- Chairman-Elect

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

- District 1: Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont.

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 copy of their resume. Applications to serve and self-nominations are to be submitted by letter and must be postmarked between January 1 and July 15.

If needed, the committee will meet again on Sept. 13, 2007, to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Thursday, Oct. 25, 2007. All candidates will be notified in writing of the committee's decision by Sept. 30.

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

Mail applications to serve to: Samuel L. Odle, FACHE, Chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529.

### Board of Governors Examination Review Course

ACHE will offer the Board of Governors Examination Review Course on September 17-19 in Chicago and November 28-30 in Atlanta. Passing the BOG Exam is one step on the path to becoming board certified as a Fellow of the American College of Healthcare Executives (FACHE). The exam is comprehensive, consisting of 170 questions testing 10 core knowledge areas. This review course will help ACHE Members be better prepared for the exam, providing a breadth of information across all 10 areas, as well as testing strategies, sample questions and a better understanding of the examination's content, structure and scoring. As an added bonus participants in the review course will receive a waiver for the \$200 fee to take the examination (to be used within six months of the course date or at the live exam administration during the 2008 Congress on Healthcare Leadership in Chicago). For more information or to register, go to the Education area of [ache.org](http://ache.org) or contact the Division of Education at (312) 424-9300.

### Affiliate Needs Survey

ACHE's Division of Research is fielding two major affiliate surveys this fall. The annual Affiliate Needs Survey will be mailed to a stratified random sample in September. It serves to guide ACHE in developing new products and services and evaluating our existing offerings. It also provides affiliates an opportunity to provide feedback about the customer service they received over the past year.

A second set of surveys will be transmitted electronically to all members of the nine Special Interest Areas: CEOs, managed care executives, post acute/chronic care executives, systems healthcare executives, nurse executives, physician executives, group practice executives, rural healthcare executives and consultants. These findings help the committees representing these groups determine useful programs, especially in connection with the Congress on Healthcare Leadership.

### Career Development Opportunities in Orlando

The Healthcare Executive Career Resource Center will offer a full slate of programs at the Orlando Cluster held December 10-13, 2007. At this site, HECRC will offer programs including the Personality Type Assessment, Visionary Leadership Assessment, Emotional Intelligence Assessment and Power/Influence Assessment. Attendees also can earn Category I (ACHE education) credit by taking The Benchmarks Workshop, Benchmarks Plus Emotional Intelligence and the Executive Job Search Workshop. For a complete list of workshops offered at this site, contact Reed L. Morton, PhD, FACHE, at (312) 424-9444 or [rmorton@ache.org](mailto:rmorton@ache.org).

*Continued on page 7*

Michael George, FACHE, Candidate for Regent  
Continued from Page 5

- Formed ACHE Advancement Study Group;
- Established I. Donald Snook Memorial Education Fund;
- Received 2007 Chapter Management Award for providing over 8.5 hours of programming per Chapter Member

I would like to build upon my many years of experience and service at the regional level and utilize my leadership skills by serving as Regent at the national level within the College. In the Regent role, I will serve as a liaison to the New Jersey Hospital Association (NJHA). I will work with both Chapters – “ACHE – New Jersey” serving Northern NJ and “Healthcare Leadership Network of the Delaware Valley” (HLNDV) serving Southern NJ – to ensure that we’re meeting the needs of our ACHE Affiliates and providing them with high quality programs and services. I will work with both Chapters and my RAC to provide educational, professional development and networking opportunities for all healthcare executives in NJ, as well as encourage membership, involvement and advancement within ACHE. In each of my three years as Regent, I will strive to provide at least one program annually in addition to the Annual Breakfast with the Regent in conjunction with the NJHA meeting. I will work with both Chapters to ensure that one of these programs is held in North Jersey, one in Central Jersey and one in South Jersey to ensure access by Affiliates throughout the State. I will support the Chapters as they implement the ACHE Combined Membership Structure. I am committed to recruitment, advancement, and retention of our future healthcare leaders through the Higher Education Network. I have the full support of my organization, Virtua Health, to serve in the Regent role.



Candidate for ACHE Regent,  
New Jersey  
Michael George, FACHE  
Executive Director  
Summit Surgical Center, LLC,  
at Virtua Health  
Voorhees, NJ

ACHE Unification Proposal  
Continued from Page 4

### Does the chapter change impact the role of ACHE Regents?

In order to increase coordination between ACHE and local chapters, ACHE Regents will be ex officio voting members of the chapter board of directors and nominating committee of the chapter(s) in their jurisdiction.

### What happens next—how will the change be implemented?

We are fully committed to the fair and full implementation of this new structure by January 1, 2009. Implementation will be considered completed when ACHE has achieved 100% coverage of the United States and Canada with fully unified chapters. The timeline for implementation is as follows:

- \* All chapters will be sent an executable copy of the new chapter agreement by July 31, 2007. Chapters may sign this agreement with an effective date of the first day of any month between January 1, 2008 and January 1, 2009 and return it to ACHE no later than one month prior to the effective date.
- \* Chapters must have made all necessary changes to chapter bylaws or chapter policies by the effective date for their agreement.
- \* Until the effective date of the new agreement, the chapter will operate under the current chapter agreement. ACHE affiliates will not be automatically made members of the local chapter until the effective date of the new agreement. All current chapter agreements will be terminated by ACHE no later than December 31, 2008.

### What if I have more questions?

For additional information, please contact your regional director or Thom D. Freyer, FACHE, CAE, vice president, Regional Services at 312-424-9320 or tfreyer@ache.org.

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President's Message	1
Snook Education Fund	1
Upcoming Events	2
ACHE Unification Proposal	2
New Members	3
HLNDV Sponsor Recognition	3
Volunteer Opportunities	4
Regent's Newsletter Highlights	5
New Jersey Regent Candidate	6
ACHE National News	6
HLNDV Goals 2007-2009	7



**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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