



SEE LAST PAGE FOR WHAT'S INSIDE

"HLNDV on Board"

New Community Service Program to Develop Not-for-Profit Board Leadership

The Career Development Committee is currently pursuing the development of programs to provide opportunities for HLNDV members to utilize their professional skills as volunteers in nonprofit community service organizations within our region. As part of HLNDV's Community Service Program, skills-based service is a second tier program designed to assist our members in getting involved in volunteerism at a different level. These programs are designed to move interested members from short-term, hands-on volunteer ventures to long-term commitments within their communities. The many established objectives for these programs include providing service opportunities for our members, raising HLNDV's visibility and reach within the community, promoting diversity, and developing lasting partnerships with other local community based organizations.

One of the new initiatives in the planning stage is "HLNDV on Board". The program is designed to "grow" interested members into local nonprofit Board leadership roles. Committee member Mary S. Struthers, Ph.D., FACHE, conceived the framework of "HLNDV on Board" as a conduit to match nonprofit community organizations with HLNDV volunteers who are interested in providing skills-based leadership through service on nonprofit Boards. According to Dr. Struthers, "Board service can be very rewarding. It deepens your understanding of the larger community and the importance of volunteerism and philanthropy while, at the same time, you build ties and develop and expand your own leadership capacity outside of the workplace. Our HLNDV membership has the skill and talent to make a real and positive impact."

It is envisioned that "HLNDV on Board" will foster leadership and community service by training members to work effectively on Boards and/or Board committees of local nonprofit organizations. Many local nonprofit organizations are seeking new and diversified leadership for their Boards. The program would pair HLNDV members experienced in nonprofit Board leadership with members who want to learn about Board service and nonprofit governance and who are ready make a long-term commitment to serve within their community.

"Skills-based volunteer programs provide 'intellectual capital' to nonprofits that would otherwise be unable to employ such talent. Community organizations, despite being tax-exempt, not-for-profit entities, face real business challenges. The recession has only served to compound those challenges as nonprofits struggle to meet increasing community needs with decreasing private and public funding sources," said Dr. Struthers.

Members who are interested in assisting with the development of these programs, or who are interested in participating in skills-based service, should contact HLNDV at volunteer@hlndv.org.



Daniel J. Sinnott, President, Sinnott Executive Consulting and HLNDV member Michael Burdick

'DNA of an Entrepreneur' Examined at The Wistar Institute

The Career Development Committees of HLNDV and Wharton Health Care Management Alumni Association (WHCMAA) co-sponsored "Becoming an Entrepreneur in the Corporate World" on June 23, 2009 at The Wistar Institute. Daniel J. Sinnott, President, Sinnott Executive Consulting, delivered a presentation focusing on the characteristics of entrepreneurship and opportunities for health care leaders to drive innovation within their organizations. Russel Kaufman, MD, President & CEO of The Wistar Institute, opened the session by describing entrepreneurship as an essential component to advance research programs and scientific discovery.

"Entrepreneurship as a topic for career development attracts a lot of interest, particularly in an uncertain economy," commented John Kiernan, Co-Chair, Career Development. "It requires a different mindset and risk tolerance."

Michael Rovinsky, Chairman of the WHCMAA Career Development Committee, noted that Mr. Sinnott's presentation generated a lively discussion about how people can be entrepreneurial in a work environment that may tend to stifle innovation. "The take away message was that everyone can create a safe environment for entrepreneurial thinking within their own sphere of influence, whether that is in an office, a department, or an entire hospital or health system."

HLNDV and WHCMAA will explore further collaboration on career development programs. Rovinsky added, "Working with John and HLNDV on this program was a pleasure and the outcome a success."

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

SEPTEMBER

How Critical Information Technology is Transforming Patient Care

Annual Lee White Innovation Meeting

1.5 Category I Credits

Thursday, September 17, 2009, 5:00-8:30pm

Jefferson University University, Hamilton Building Conference Room
Philadelphia, PA

OCTOBER

Reinventing Customer Service in Healthcare: Lessons Learned from the Best

1.5 Category I Credits

Co-Sponsored by the Healthcare Planning and Marketing Society of New Jersey (HPMSNJ)

Friday, October 9, 2009, 9:00am to 3:00pm

Capital Health System in Hamilton
1445 Whitehorse Mercerville Road
Mercerville, NJ

The Events and Education Committee is actively seeking new members to assist with planning and producing events for 2009. Please contact Hamish Stewart-Smith or Allison P. Wilson-Maher at events@hlndv.org.

Chapter Members Needs Survey

The 2009 Chapter Member Needs Survey was sent electronically to all ACHE affiliates who have been chapter members for greater than one year on July 21, 2009, about 2 months earlier than in the past. The survey was moved up in the annual schedule to provide data to chapter leaders earlier and to better support chapter planning efforts for 2010. The survey was developed and will be conducted by the ACHE Division of Research.

In 2008, ACHE received an overall 38% response rate to the survey; individual chapter response rates ranged from 31% to 50%. Please respond to the survey so that the results are as representative as possible.

This year, the survey focuses on career services provided by chapters and affiliate satisfaction with these services. In addition, the survey asks respondents to rate their overall satisfaction with the chapter.

HLNDV will be conducting a Chapter-specific member survey this fall.

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Regent's Awards Nominations

Delaware Regent Lynn Jones is soliciting nominations for the Regent's Award. Each year the Regent grants two Regent's Awards to outstanding executives in Delaware, one for an early career executive and one for a senior level executive. Recent Senior Executive Award winners include Terry Murphy, Lynn Jones, Jeff Fried, Lolita Lopez, and Sharon Anderson. Prior Early Career Award winners include Chris Fraser, John Shevock and Patricia Resnick. The Regent may also award an Administrative Achievement Award. Joan Thomas received the Administrative Achievement Award in 2007.

Each Regents Award winner will receive an etched crystal sculpture award and certificate at the Delaware Healthcare Association Annual Meeting in October.

Please consider colleagues who should be recognized for their achievements in healthcare leadership. Nomination forms are available from Lynn Jones at telephone # (302) 327-5260 or email LynJones@Christianacare.org or Patrick Grusenmeyer, Chair, Regents Awards Committee at telephone # (302) 623-4550 or email pgrusenmeyer@christianacare.org. Completed nominations must be received by **August 29, 2009**.

REGENT'S AWARDS CRITERIA

Early Career Healthcare Executive Award Criteria:

- An affiliate of the American College of Healthcare Executives
- Demonstration of leadership ability
- Demonstration of innovative and creative management
- Executive capability in developing his/her organization and promoting its growth and stature in the community
- Participation in local, state, or provincial hospital and health association activities
- Participation in civic/community activities and projects
- Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

Senior-Level Healthcare Executive Award Criteria:

- A Fellow of ACHE
- A CEO, COO, or other senior-level executive title within the organization
- Demonstration of leadership ability
- Demonstration of innovative and creative management
- Executive capability in developing his/her organization and promoting its growth and stature in the community
- Contributions to the development of others in the healthcare profession
- Demonstration of leadership of leadership in local, state, or provincial hospital and health association activities
- Participation in civic/community activities and projects
- Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

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HLNDV Sponsor Recognition

WE WOULD LIKE TO THANK THE FOLLOWING ORGANIZATIONS FOR THEIR SUPPORT AS ANNUAL SPONSORS DURING 2008-2009. THROUGH THEIR GENEROUS SUPPORT WE ARE ABLE TO HOST A VARIETY OF EDUCATIONAL, CAREER DEVELOPMENT, AND NETWORKING PROGRAMS THROUGHOUT THE YEAR. PLEASE CONTACT ANY OF OUR SPONSORS (BELOW) TO GET MORE INFORMATION ON THEIR PRODUCTS/SERVICES.

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HBE, Inc. — DESIGNER AND BUILDER OF HEALTH CARE FACILITIES

Local Contact: Steve Grosswald sgrosswald@hbecorp.com

Turner Healthcare — BUILDER OF HEALTH CARE FACILITIES

Local Contact: Lori Sullivan ljsullivan@tcco.com

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DGA Partners — CONSULTING SERVICES IN STRATEGIC, BUSINESS, FINANCIAL AND FACILITIES PLANNING

Local Contact: Dan Grauman dgrauman@dgapartners.com

Greencastle — CLINICAL TECHNOLOGY AND BUSINESS MANAGEMENT CONSULTANTS FOR HOSPITALS, HEALTH SYSTEMS, AND PHYSICIAN ORGANIZATIONS

Local Contact: Hamish Stewart-Smith smithh@greencastleconsulting.com

Leaders for Today — INTERIM MANAGEMENT STAFFING FOR THE HEALTH CARE INDUSTRY

LOCAL CONTACT: DIANE NICHOLAS DNICHOLAS@LEADERSFORTODAY.COM

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Local Contact: Bill Woodard WWood21500@aol.com

For more information on becoming an annual or event sponsor, please contact Anna R. Steelman, FACHE, CHC at 215-399-1865 or asteelman@hss-inc.com



Bayhealth Announces Leadership Succession

Bayhealth Medical Center Executive Vice President and Chief Operating Officer Terry Murphy will assume the role of CEO of Bayhealth, Inc., and President and CEO of Bayhealth Medical Center, Inc., on October 1, 2009.

Mr. Murphy will succeed President/CEO Dennis E. Klima who has provided service to the community during his 30 years as the leader of Kent General Hospital and more recently, Bayhealth Medical Center. At the time Mr.

Murphy assumes the new role, Mr. Klima will continue as President of Bayhealth, Inc., where he will focus on strategy, health legislation, policy, mentoring, community service, alliances, and ongoing development of Bayhealth, Inc.

Mr. Murphy has served as Executive Vice President and Chief Operating Officer of Bayhealth Medical Center since February 2002, after having served previously as Vice President, Southern Region of Bayhealth Medical Center. Mr. Murphy earned a Bachelor's degree in Biological Sciences from Belmont Abbey College in 1982 and a Master's degree in Health Services Administration from The George Washington University in 1985. Mr. Murphy is a Fellow of the American College of Healthcare Executives and a member of the Healthcare Financial Management Association and recently received the 2008 Regent's Award-Senior-Level Healthcare Executive, American College of Healthcare Executives.

The Transition Committee and the Board of Directors, led by Board Chair Barbara Rutt, was impressed with Mr. Murphy's qualifications and his history with the organization. Mrs. Rutt notes, "It was easy to conclude that Mr. Murphy would be the right individual to lead Bayhealth in the future. We look forward to working with him in his new role and ensuring a stable transition."

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Greencastle Unveils ARRA Readiness Assessment

NEW SERVICE OFFERING FROM GREENCASTLE CONSULTING EVALUATES ACUTE AND AMBULATORY EHR PREPAREDNESS AND DEVELOPS ACTION PLAN FOR MAXIMIZING ECONOMIC STIMULUS OPPORTUNITIES

MALVERN, Penn. — June 22, 2009 — Greencastle Consulting, a project management and consulting services firm and HLNDV Bronze Sponsor, today announced the availability of a new service offering, ARRA readiness assessment. Hospital and health system customers will use the new service to assess how ready they are with regards to the variables associated with "meaningful use" of the American Recovery and Reinvestment Act (ARRA), as well as their ability to comply with the Health Information Technology for Economic and Clinical Health (HITECH) Act.

"The reimbursements available through ARRA represent a tremendous opportuni-

ty for today's hospitals and health systems, but providers need to get to work soon if they want to realize the full value," said Celwyn Evans, a senior partner at Greencastle. "When incentive payments begin, as early as the end of 2010, only well-prepared organizations will be able to demonstrate clinician usage of technology, adequate privacy / security measures, sufficient quality reporting capabilities and their degree of connectivity."

The four-week Greencastle ARRA readiness assessment evaluates technology certification, clinician adoption of technology, quality data captured by that technology, and HITECH security and privacy factors that contribute directly to the ability to achieve ARRA criteria. In addition to surveying attitudes and beliefs among end users, executives and others, Greencastle reviews an organization's current project inventory and strategic planning efforts across the core areas affected by the legislation:

- Capacity to archive, retrieve and report quality indicators

Continued on page 5

Lessons from the Road of Leadership

New Jersey's CEO Series Stands Out as Collaborative Project

By Amy Purcell

Getting three busy CEO's together to share their perspectives on leadership and "break bread" is a challenge, right? How difficult could it be, then, to orchestrate seven such gatherings over the course of a year and obtain the support of 21 CEO's from New Jersey?

Terrence F. Cahill, EdD, FACHE, Associate Professor at Seton Hall University and ACHE Regent for New Jersey, spoke recently about the CEO Series he helped develop "Advancing Healthcare Leadership: Many Roads to Success." The series was designed to create a networking opportunity for early and mid-career healthcare leaders and to provide them with an opportunity to learn from practicing CEO's what it takes to be successful in today's environment. The CEO series was a collaborative effort between the New Jersey Hospital Association, Seton Hall University and three local ACHE chapters, ACHE-NJ, HLNJ and HLNDV. Two sessions, one last fall and the other in the spring, featured 21 CEOs who currently lead or recently led NJ hospitals. Over 280 participants attended the events. The series was so successful that at this year's American College of Healthcare Executives Congress, it received the award for "Best Collaborative Project."

"It couldn't have come at a more opportune time to present this series," stated Cahill. "As the healthcare industry evolves, so do the organizations and more importantly the people that manage them. In the early 1990's organizations adopted a competitive business model," explained Cahill. "CEOs focused on developing their organizations' competitive advantages and this left them with less time to participate in industry networking events."

"As we planned the series, we designed a relaxed forum that would attract CEO participation and encourage interaction with attendees. It took about a year to develop the idea for this series and to get buy-in from the list of co-sponsors," remarked Cahill. "Although a concern was the question as to whether CEOs would volunteer to participate in this sort of dialogue, this issue turned out to not be an obstacle at all. The CEOs enthusiastically supported the series. They enjoyed our fireside chat-like environment to share their 'lessons learned,'" said Cahill. "They viewed the dialogues as succession planning in helping our up-and-coming leaders to understand the challenges they face ahead."

"With 21 different CEOs speaking, there were many different perspectives that they shared as to what it takes to be a successful leader," Cahill noted. "In fact, you could say that the most agreement was achieved on the point that there is little agreement as to just one thing that today's leaders should focus on. That's why we labeled the program, 'many roads to success.'" Cahill described how the CEOs' backgrounds were diverse. Some had evolved from earlier finance careers. Others came from nursing or clinical responsibilities. While historically, the path to senior leadership positions has been management, in listening to these CEOs, that path appears to be less common today. Cahill noted that "still, some

underlying characteristics were common amongst our speakers. The CEOs accented the importance of understanding yourself and your followers. Emotional intelligence is necessary. The CEOs emphasized that people skills are a critical competency. No leader can succeed alone. Pay attention to the people who work in your organization. Plus, the CEOs talked about the importance of being reflective. While we know that you cannot be successful if you don't execute well, the CEOs noted the importance of periodically stepping back and reflecting on what it is that you're doing and what's the best way to pursue your organizational and personal objectives."

Some other major points of discussion throughout the series were:

- Focusing on the notion that you are only as good as the people you surround yourself with; Hire talented direct reports, ones that bring different perspectives to the team.
- The danger of not taking action in a timely manner; execute, execute, execute.
- Having a open mind to continually consider new options and possibilities; our changing environments require 'novel' thinking.
- Appreciating that our healthcare industry is complex and dynamic, with the result that yesterday's solutions may not be sufficient for today or the future.

Due to the overwhelming success of this series, the partnering sponsors are looking to continue this dialogue with our industry's senior leaders in the upcoming year. "An emphasis on improving our understanding of what it takes to be successful as leaders in healthcare organizations is a never ending quest," commented Cahill. "The more we can learn from our senior leaders, the better start we have to becoming successful leaders."

Healthcare Leadership Network of the Delaware Valley (HLNDV) is a professional organization of healthcare executives representing a variety of institutions and interests in the Philadelphia region. Healthcare Leadership Network is an independent chapter of the American College of Healthcare Executives and the only healthcare executive network serving Southeastern Pennsylvania, Southern New Jersey, and Delaware.

For more information about events and programs please log onto <http://www.hlndv.org/events>

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Regent's Message

EASTERN PENNSYLVANIA
James B. Burke, FACHE

This summer is stacking up to be a very active one for ACHE members in Eastern Pennsylvania. Three chapters in our area are planning summer events, including baseball socials, golf outings and planning retreats. I encourage every ACHE member to watch for correspondence from your chapter (as well as watch the chapter website) for upcoming events.

Recently, I had the opportunity to attend an event of the EPAHEN at Brookside Country Club. The speaker was John J. Lynch III, FACHE, President and CEO of Main Line Health. Jack is also one of the Governors of ACHE. Jack gave an entertaining talk, filled with lots of practical career advice for those desiring a career in healthcare. My thanks to Stephen W. Kaja, FACHE, and the officers of the EPAHEN, for orchestrating this successful event.

Regent's Message
Continued from Page 4

In June the HLNDV held an event at the offices of Granary Associates, a design and architectural firm. Their magnificent new offices at 1500 Spring Garden Street, the former Smith, Klein and French Pharmaceutical Laboratory, is a marvel of "green" technology and design. Not surprisingly the theme of the roundtable was "going green". Gail B. Malcolm, FACHE, FHIMSS, President of the HLNDV, and the members of the event committee, did a terrific job organizing and executing this 'standing room only' event.

In the fall, the HMF is holding its annual golf outing at Eagle Rock Resort in Blue Mountain, PA. The date is September 11, 2009. Steven J. Szydlowski and the folks at HMF are planning a nice day, so I would encourage any ACHE duffer in the vicinity to enjoy this fine course, at a perfect time of year.

Lastly, I am happy to report that the Higher Education Network Affiliates at many of the local colleges and graduate schools are active and engaged. I wish to thank the members of the Regents Advisory Council for their efforts in maintaining close ties to these important educational partners in our area.

Have a wonderful summer.

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Regent's Message

DELAWARE
Lynn C. Jones, FACHE

This summer season is moving along with its normal fast pace! While our organizations do not tend to slow our pace of activity during the summer season, this year we have the added aspect of healthcare reform to keep up with and, more importantly, to be a part of! I encourage that we all be as active as we can in the dialogue regarding healthcare reform for our nation and states. We need to be the leaders who make it our business to be a part of the solution, by leading our organizations to become better in terms of their quality and cost effectiveness of the care that our organizations deliver to the communities we serve. The communities we serve deserve nothing less than our best! I see great linkages to the work of ACHE, which is focused on providing us with the latest leadership thinking, strategy and approaches that will assist us to move our organizations forward in very challenging times. In addition, ACHE facilitates the opportunity for us to network with other leaders — something that I always find to be so helpful in developing new ideas and approaches that will help me and my organization to get better. I think that it is up to each of us to take advantage of what ACHE offers us, and to do it for ourselves and for the benefit of the communities that we serve!

A few updates regarding the recent work of the Delaware Regents Advisory Council. We have a group of 7 members who plan to advance to Fellow, and who have been paired with mentors and other support to encourage their success. We continue to reach out to our health systems, universities, and other healthcare settings to encourage membership in ACHE. We are in contact with the University of Delaware and Wilmington University to engage their students in ACHE. We are also planning the agenda for our annual Delaware Healthcare Forum on October 17 in Dover, DE, in support of the Delaware Healthcare Association, to which we will encourage all members of our chapter to attend.

As a final note, please be sure to take some time to enjoy the wonderful summer months with your family and friends.

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Board of Governors Examination Review Course To help prepare applicants for the Exam

ACHE will offer the Board of Governors Examination Review Course on October 26–28 in Atlanta. Passing the Exam is one step on the path to earning the distinction of board certification as a Fellow of the American College of Healthcare Executives (FACHE). The Exam consists of approximately 230 questions testing 10 core knowledge areas. This review course provides information on all 10 areas, as well as testing strategies, sample questions and a better understanding of the examination's content, structure and scoring. To register, go to ache.org/education or contact our Customer Service Center at (312) 424-9400. For more information about becoming a Fellow, contact our Customer Service Center or go to ache.org/FACHE.

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Best Practices for Applying Social Media in Healthcare

Healthcare organizations are using social media such as Facebook, LinkedIn, Twitter, YouTube and blogs to increase customer satisfaction, devise new recruitment models and build new communities. Find out how you can use these tools to enhance the patient-care experience and widen the reach of your healthcare services. Attend "Best Practices for Applying Social Media in Healthcare," Wednesday, November 4, 2009.

Matthew Holt, author of *The Health Care Blog* and co-founder of the Health 2.0 Conference, will be the keynote speaker and moderator for the program.

Funded in part by the Fund for Innovation in Healthcare Leadership, this program will be held in conjunction with ACHE's San Antonio Cluster. You can register for additional cluster seminars or participate solely in this program to learn how social media can benefit your organization.

For more information and to register, visit ache.org/education or call ACHE's Customer Service Center at 312/424-9400.

Job Listings Wanted for ACHE's Job Bank

ACHE's Job Bank contains more than 1,000 healthcare management listings at any given time with new jobs posted daily. ACHE is seeking to expand the Job Bank to include more positions for early careerists, who are actively seeking new opportunities.

Advertise your open healthcare management positions in ACHE's Job Bank to target the most qualified candidates—from early careerists to senior-level executives. ACHE looks to you to post open positions to help ensure the Job Bank continues to be a vibrant resource for ACHE affiliates.

Jobs are posted free of charge and are only accessible to ACHE affiliates. To post positions, visit ache.org/careers. For more information, contact Maxine Ellison at (312) 424-9446.

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Greencastle
Continued from Page 3

- Compliance with security and privacy standards
- Adoption and “meaningful use” of installed clinical technology
- Installed technology’s capability to move toward interoperability
- EHR functionality and certification status

“Investment in clinical information technology is now far more practical than ever, making quality improvement that much more viable. But projects of this complexity require significant preparation, planning and coordination,” said Evans. “Greencastle will work closely with our provider customers to develop a step-by-step action plan to allow them to capitalize on these economic stimulus opportunities.”

About Greencastle Consulting

Greencastle Consulting delivers change leadership and execution experience for complex healthcare projects, including IT-driven clinical transformation. From readiness assessment through roll out, Greencastle guides organizations in visualizing objectives, generating impact as planned and maximizing the value of investments. Through advanced techniques, process improvement, leveraging human capital, group dynamics and training, Greencastle’s services can multiply the effectiveness of your existing clinical, business and technological resources. Founded in 1997, Greencastle serves healthcare exclusively. Greencastle consultants apply management methodologies that lead to greater workflow efficiency and ensure the outcomes of technology-based quality initiatives. Learn more at www.GreencastleConsulting.com.

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President’s Closing Comments

I find it hard to believe that we are closing in on the end of the Summer of 2009. Hopefully you found time to get refreshed away from the office - I found a full week away from email and limited cell phone coverage very therapeutic. During the summer, the HLNDV Board and Committees continued work on identifying actions to support the Strategic Plan we adopted earlier this year and lining up education and networking events. We are very pleased to be offering a total of three (3) Category I credits to our members over the coming months - our overall goal is for members to have the opportunity to achieve their Category I credits for ACHE credentialing locally, especially important in these challenging economic times. We’re also looking forward to engaging students in local healthcare administration programs in HLNDV activities - helping to shape the leaders of tomorrow.

Your comments and suggestions are always welcome so that we may continue to improve service to our members. Please consider getting involved - networking, mentorship, education, community service, and career development opportunities are yours for the asking.

Very truly yours,

Gail

Gail B. Malcolm, FACHE, LFHIMSS
President, HLNDV
president@hlndv.org or 610-219-6609

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HLNDV Welcomes the following New Members

June-August 2009

David Adams
Karette Armstrong
Ramy Boghdadi
Colleen Bornstad
Suzanne Comer
Theodore Corbin
John Heslin
Sally Hinkle
Regina Houston
Craig Kean
James Larks
Lamont Louis
Maria McCabe
Kristine Mulhorn
Rebecca O'Shea
Greg Papa
Kelly Pennick
Clare Sapienza-Eck
Tina Scott
Diane Wall
Adam Zihar

"HLNDV on Board"	1
'DNA of an Entrepreneur'	1
Upcoming Events	2
2009 Chapter Member Survey	2
HLNDV Sponsor Recognitions	3
Bayhealth Announces Leadership Succession	3
Greencastle unveils ARRA Readiness	3
NJ CEO Series	4
Regents' Messages	4
President's Closing Remarks	6
New Member Welcome	6



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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Bronze Sponsors



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