



SEE LAST PAGE FOR WHAT'S INSIDE



**Gail Malcolm, FACHE, LFHIMSS**  
President

## President's Remarks

Dear colleagues,

**T**he Board and Committees of HLNDV have been hard at work on programs and activities to support our membership, building on our 2009 planning and feedback from our recent membership survey. One of the exciting results of the survey was the number of members who said that they would like to get involved in

HLNDV committee activity - committee chairs have been reaching out to these individuals to get them involved in the committee activity. We are also very pleased with the increased student involvement we now have with chapter activities; the addition of our student affiliate Board member, Carly Hahn from Temple, is providing a very valuable perspective for our Board activities, and we have also increased the number of student affiliates.

There are a number of very interesting programs planned for the upcoming weeks and months - check [www.hlndv.org](http://www.hlndv.org) for the latest information and registration links. Fortunately, with the record breaking snow, our Breakfast with the Regent was moved from February to April - we will be acknowledging award winners and welcoming the President of Tenet Healthcare, Trevor Fetter, as our guest speaker on April 6th. Details for our June Annual Meeting will be communicated later this month.

As a result of the Board discussions over the last year, we are in the process of revising our By-Laws in order to better support our members. We are not having an annual election process this year as one of the changes being made is to move from one-year terms to two-year terms for officers, including rotating terms for the committee co-chairs (so that we always have an experienced co-chair to work with the newly elected co-chair). Additional details on the By-Laws changes will be communicated to members before our June annual meeting.

I look forward to seeing many of you at Congress this month - if you would like to set aside a specific time to meet for a few minutes, please get back to me via email ([gail.malcolm@siemens.com](mailto:gail.malcolm@siemens.com)) or phone (610-213-0064). I will be arriving in Chicago on Sunday afternoon and returning to Philadelphia on Wednesday morning. It will be an honor for me to accept a chapter award on behalf of HLNDV at the luncheon on Tuesday.

It continues to be a privilege for me to serve you as President of HLNDV - don't hesitate to forward suggestions or ideas regarding how HLNDV can support you and your career.

Very truly yours,

Gail B. Malcolm, FACHE, LFHIMSS  
President, HLNDV  
[president@hlndv.org](mailto:president@hlndv.org) or 610-219-6609



This past December, dozens of members enjoyed a hot breakfast and good conversation at the scenic Pyramid Club in center city Philadelphia. Members graciously donated gifts to support the event co-sponsor, Toys for Tots."

## Spotlight on Mentoring

By John Kiernan, Co-Chair, Career Development

**T**he HLNDV Mentorship Program helped launch a new partnership in August 2009 between Phil Okala, Chief Administrative Officer, Cancer Services at University of Pennsylvania Health System and Dawn Martz-Porter, MBA, OTR/L, Health Systems Specialist at Coatesville VA Medical Center. The chapter-based mentorship program facilitates the "match" between members who are seeking an advisor to support specific professional development goals, and seasoned executives interested in shaping the next generation of health care leaders.

The program serves members at all levels, including students, early careerists, executives in transition, clinical managers and senior executives. CDC members Ellen Nassberg, FACHE, Ned Lafer, MD, FACHE and Sherry Mazer, FACHE have been instrumental in coordinating the match process for Mentor and Mentee volunteers.

Phil and Dawn shared 90-day feedback on their participation in the program:

Dawn Martz-Porter – The Mentee Perspective

"I work for the VA so I was originally unsure about how it would work to be paired up with a mentor who worked in the private sector and who knew nothing about my facility. I have to say, however, that my experience has been awesome. I was paired up with my mentor at the same time that we welcomed a new executive leader (and also my boss) to our facility. My mentor was amazing in helping me to develop a very positive relationship with my new boss while at the same time working with me to have this new leader take me under her wing as a mentee. I really can't say



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

### MARCH

2010 CleanMed Conference Scholarship--applications still being accepted; DEADLINE EXTENDED UNTIL FRIDAY, MARCH 26. If you had previously registered and cannot attend because of the new date, and would like to be fully refunded, please call Ezra Small at the Delaware Valley Green Building Council (215-399-5798) or email him at [esmall@dvgbc.org](mailto:esmall@dvgbc.org).

#### **Hospital Safety: Protecting Patients and Front Line Staff**

Monday, March 22, 2010 5:30-7:30pm  
Lankenau Hospital - Annenberg Center

This panel will present a framework for a patient safety program that protects patients and healthcare providers from preventable injury. The program will begin with a brief presentation by the moderator, followed by remarks from each of the panelists on various aspects of the patient safety program. The program will conclude with a 15 minute question and answer period. Participants will learn what organizational infrastructure is required to successfully implement an effective patient safety program.

Faculty: Moderator plus three panelists. The moderator has extensive experience in developing and implementing a patient safety program in a healthcare organization. The panelists include executives with experience developing and/or implementing patient safety programs.

Program Moderator: **Elizabeth M. Wertz Evans, RN, BSN, MPM, FACMPE, CPHQ**, President and Chief Executive Officer, PANDA and Associates, LLC

Panelists: **Margaret M. Sullivan, RN, MA, CPHQ**, VP Quality & Risk Management, Capital Health System

**Annette C. Bollig, RN, MSN**, Director, Center for Quality and Pt Safety/Office for Pt Safety and Quality, Children's Hospital of Philadelphia

1.5 hours of Category I continuing education credit pending approval.

[Registration...>](#)

[Download Flyer...>](#)

### APRIL

#### **Annual ACHE Breakfast with the Regent with the Regents**

Tuesday, April 6, 2010 7:00am to 9:30am

The Union League of Philadelphia  
140 S Broad Street, Philadelphia, PA

Keynote Presentation by **Trevor Fetter**, CEO, Tenet Healthcare

Regents' Award Presentations

Early Career Healthcare Executive: **Jennifer Bastian**, Assistant Administrator, Department of Radiation Oncology Thomas Jefferson University Hospitals

Senior-Level Healthcare Executive: **Albert P. Black, Jr., FACHE**, Chief Operating Officer, University of Pennsylvania Hospital

Presentation of Internship Grants from the I. Donald Snook Education Fund

- ACHE Member/Student Non-Member/Unemployed: \$40
- Non-ACHE member: \$50
- Student ACHE Member: \$25

The event is sponsored in part by **Conifer Health Solutions** who provide comprehensive Revenue Cycle Solutions and Patient Communications services to more than 125 hospitals and health systems.

The Healthcare Leadership Network of the Delaware Valley is authorized to award 1.0 hours of Category II continuing education credit toward advancement or recertification in the American College of Healthcare Executives.

[Register now...>](#)

[Download Flyer...>](#)

#### **Networking in 2010: How to make connections using both traditional and e-networking.**

Wednesday, April 21, 2010, 5:30 – 8:00pm

Joint HLNDV and Penn State Healthcare Management Program Alumni Event  
Other program contributors: Temple, PSU Great Valley, Immaculata

All local healthcare management program alumni are encouraged to attend. Re-connect with classmates from your program and network with healthcare colleagues from across the Delaware Valley. Cash Bar and Free Appetizers

Speakers: **John Kiernan**, Managing Director, Management Pathways  
**Dennis Kain**, President, Tyler and Company

Location: Hard Rock Café, 1131 Market Street, Philadelphia, PA 19107

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-Mahern at [events@hlndv.org](mailto:events@hlndv.org).

For further information please contact the Events and Education Committee Co-Chairs at [events@hlndv.org](mailto:events@hlndv.org).

## 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.

### GOLD SPONSOR

**Siemens Healthcare** — PROVIDER OF IMAGING AND LAB DIAGNOSTICS, THERAPY, AND HEALTH-CARE INFORMATION TECHNOLOGY SOLUTIONS

Local Contact: Barbara Sivek [barbara.sivek@siemens.com](mailto:barbara.sivek@siemens.com)

### SILVER SPONSORS

**BremnerDuke, Inc.** — HEALTH CARE REAL ESTATE, FOCUSING ON PLANNING, DEVELOPMENT, OWNING, AND MANAGEMENT

Local Contact: Allison P. Wilson-Maher [allison.wilson-maher@bremnerduke.com](mailto:allison.wilson-maher@bremnerduke.com)

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

Local Contact: Steve Grosswald [sgrosswald@hbecorp.com](mailto:sgrosswald@hbecorp.com)

**Turner Healthcare** — BUILDER OF HEALTH CARE FACILITIES

Local Contact: Lori Sullivan [lsullivan@tcco.com](mailto:lsullivan@tcco.com)

**Kirby-Bates Associates** — NURSING EXECUTIVE SEARCH, INTERIM MANAGEMENT, AND COACHING/CONSULTING

Local Contact: Karen Kirby [kkirby@kirbybates.com](mailto:kkirby@kirbybates.com)

### BRONZE

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

Local Contact: Dan Grauman [dgrauman@dgapartners.com](mailto: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](mailto:smithh@greencastleconsulting.com)

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

LOCAL CONTACT: DIANE NICHOLAS [DNICHOLAS@LEADERSFORTODAY.COM](mailto:DNICHOLAS@LEADERSFORTODAY.COM)

**Nova Records Management** -- SPECIALISTS IN RECORDS AND DATA MANAGEMENT

Local Contact: Bill Woodard [WWood21500@aol.com](mailto: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](mailto:asteelman@hss-inc.com)**

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## The Key Nursing Leadership Challenge

Kirby Bates Associates focuses on three service lines, all within the nursing domain, and all aimed at helping organizations meet their leadership challenges. These services include nursing executive search, interim management, and coaching/consulting. As former CNO's working from this vantage point, we believe the key challenge facing today's nursing leaders is adequate numbers of properly prepared and supported front line nurse managers. And that challenge will increase exponentially in the future.

There is no hospital position more important than the front line nurse manager. They are closest to, and have the greatest impact on, patients and families, nursing staff, physicians, hospital operations staff, and resources throughout the organization. Either directly, or indirectly through their staff, nurse managers are the stewards of the largest percentage of hospital resources, including salaries and benefits, equipment, supplies, pharmaceuticals, etc. They have a profound impact on patient and family satisfaction, and likewise on staff and physician satisfaction. They set the tone and heavily influence everything that goes on within one or more patient care areas.

There is no doubt about it; nurse managers are critical to the success of any organization and they fill the most difficult role in the organization, yet they are often compensated less than their staff. Most nurse managers work far more hours than staff and get salaries that can't keep pace with staff nurse differentials and overtime. There is something terribly wrong with this picture and it will get worse if changes aren't made.

Today's staff nurses are of a generation that value their personal time. So, it is no surprise they aren't interested in becoming a nurse manager to work more hours and get less pay. Few people would, but nurse managers are a special breed. They really want to make a difference for both patients and staff.

Not only are nurse managers overworked and underpaid, they are also under prepared for the challenges of the role. They need formal education, but equally, if not more, important is the need for a mentor or coach to help them assimilate what they learn.

Most nurse managers also lack clerical and support staff. They supervise as many as 100 staff without any help in doing evaluations, preparing schedules, adjusting staffing, reconciling payroll, hearing patient and physician complaints, watching their productivity, and doing numerous other tasks that either don't require someone at their level, or take more time than they can possibly give. Most nurse managers lack someone to succeed them because they don't have an assistant nurse manager or similar role to help them. Nurse managers attend countless meetings without any back up supervision on the unit. They are also responsible for their area 24/7 without any leadership staff on off shifts.

This is not an easy challenge to overcome. Healthcare reform will only increase the pressure on front line managers, making it even more important to make meaningful changes. These changes must include increased nurse manager compensation, more education and coaching, more support staff, and more leadership support at the unit level — and change can't come soon enough. While the nurse manager is focused on making sure the needs of the staff and patients are met, top nursing leadership needs to focus on making sure the needs of front line managers are met.

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## Announcements

**ACHE 2010 Congress:** Connect with colleagues, find solutions to challenges, and explore the new healthcare frontier at ACHE's 2010 Congress on Healthcare Leadership, healthcare management's premier education and networking event.

Congress brings you the best in professional development, from opportunities to learn from peers to the latest information to enhance your career and address your organization's challenges in innovative ways. Take advantage of more than 100 educational seminars, special programs, networking events and professional development possibilities.

ACHE also has created Congress Express, an innovative way to experience many of the benefits and features of Congress at a reduced cost. Congress Express participants still enjoy Hot Topics, a Luncheon session and a Networking Reception while earning up to 12 Category I (ACHE education) credits. With Congress Express, you can leave home after work on Tuesday, enjoy a full Congress experience on Wednesday and Thursday, and be back in the office on Friday morning.

Join us in 2010 and experience the energy of an event that draws more than 4,000 top healthcare leaders from around the world!

## Local Headlines

**Independence Blue Cross** Announces Blue Distinction Centers(R) for Two New Specialties: Knee and Hip Replacement and Spine Surgery

Several Delaware Valley hospitals are listed in the press release, which was picked up by the Birmingham Business Journal

## Catching Deadly Drug Mistakes

Medication errors cause at least one death every day and injure approximately 1.3 million people annually in the United States, according to the Food and Drug Administration, the Wall Street Journal reports.

## Medicare okays Lankenau Hosp. kidney transplant program

Lankenau Hospital in Wynnewood recently got approval from the federal government to perform kidney transplants on patients with Medicare. The certification should give the hospital a bump in transplant cases this year. Advances in medicine are also boosting transplant volume. More from WHY

## Health IT regulations generate static among providers

The Philadelphia Business Journal reports Albert Einstein Healthcare Network is two years into a 10-year, \$100 million project to implement an electronic health records system across its entire system — a project launched before anyone heard of the American Recovery and Revitalization Act.

**The Academic Relations Committee** is seeking volunteers to make visits to local Healthcare Administration Programs. If interested, please contact Emily Burrell, [burrell@mlhs.org](mailto:burrell@mlhs.org)

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## Student Affiliates – Experiences, Perspectives and Plans

**H**LNDV Student Affiliates and Temple University graduate students Vicki Freedman and Carly Hahn have been selected to serve as program assistants for the 53rd annual Congress on Healthcare Leadership to be held March 22-25, 2010, in Chicago. Both Carly and Vicki are active Student Affiliates of HLNDV and first year students in the Fox School of Business Masters of Healthcare Management (MHM) Program. Carly serves as the student member on the HLNDV Board of Directors and is also an active member of the Academic Relations Committee. Vicki works with both the Academic Relations Committee and the Events and Education Committee. Both Carly and Vicki also have leadership positions in the Fox School's Healthcare Management Student Association where Carly is the President and Vicki is the Vice President of Industry Relations. The opportunity to be a working member of HLNDV and the ability to go to Congress provide Carly and Vicki with useful tools for getting acquainted with the healthcare industry and its leadership on both a local and national level. Carly and Vicki have provided some insight on their HLNDV experiences and upcoming Congress trip.

As Healthcare Management students, we first learned about HLNDV during our first semester of our graduate program. HLNDV Board Member Hamish Stewart-Smith presented information about ACHE and HLNDV during our first Management Grand Rounds. Becoming a student affiliate in HLNDV and being active in the organization has opened many doors for us. Through HLNDV, we had the chance to be involved with the Holiday Toys for Tots Networking event. It was a wonderful volunteer experience for us. We were able to network with area industry leaders from the Delaware Valley. In addition, we were able to share our experiences as first year students in the MHM Program. We are sure that learning and networking opportunities like this will be part of our Congress experience.

We agree that attending Congress as members of HLNDV and representatives of Temple University will be a great opportunity for us to network with our peers, meet with leaders in the industry, and learn more about current healthcare topics. "I am so thankful that the Temple Healthcare Management Alumni Association and the Healthcare Management Program have supported Vicki and me in our efforts to attend Congress. It will be a great opportunity, to not only network with leaders in the industry, but also meet graduate students in other programs." says, Carly Hahn. HLNDV offers graduate students and young careerists a chance to learn from experienced healthcare administrators and see how classroom skills are applied in a real world setting. "The firsthand experience of attending Congress and learning about the many challenges and the changing dynamics of the healthcare industry will be an invaluable lesson. I look forward to applying the lessons I will learn at Congress to my studies when I return." says Vicki Freedman. We are ready for our exciting week of Congress in March and look forward to meeting HLDNV members while we are in Chicago.

If you are a Student Affiliate who wants to become active in HLNDV, contact one of us and we will be happy to help. If you are not yet a Student Affiliate, email us with any questions you may have about how HLNDV Student Affiliate status can positively impact your healthcare career.

[Carly.H.Hahn@temple.edu](mailto:Carly.H.Hahn@temple.edu)

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Spotlight on Mentoring  
Continued from Page 1

enough positive things about the entire experience. I've always firmly believed that when you are ready to learn something the teacher will present him or herself and this has been the case in this situation. It is absolutely amazing to me how someone who knows very little about your specific circumstances can pull from their personal experiences and transfer that learning to your individual situation. I'm not sure how much longer this mentoring relationship will continue or how it might change, but it was critical to my success during this time period. I am extremely grateful for this program and for Phil Okala, who has been an outstanding mentor."

"I would certainly recommend this program to anyone and I can't think of any recommendations for change at this time."

Phil Okala – The Mentor Perspective

"Dawn's feedback truly reflects the person I have come to know: just generous in every way.

"The truth is that these relationships generally work when a few things are aligned:

- Mutual respect and openness to exchange
- Active, as opposed to passive, communication
- Willingness to commit time
- Conviction that it is a mutually beneficial initiative
- And many more...

"My partnership with Dawn has cut across the spectrum of some of these key elements. It has been, and continues to be, a privilege and we are grateful."

If you are interested in mentorship, please visit [www.hlndv.org](http://www.hlndv.org) to learn more and register your profile.

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## HLNDV Welcomes the following New Members

December to March 2010

Gail Anderson, Philadelphia

Mary Austin, Phoenixville

Emma J. Brandon Sr., Audubon

Fiona A. Duffy, RN, Warrington

June Estock, RN, Newark

Catherine Halen, Lewes

Siobhan Hawthorne, Havertown

Justin M. Klotz, Philadelphia

Cheryl A. Kreider, Lansdale

Brian S. Krug, Philadelphia

Kathie Manning, Chesterbrook

Christophe McDowell, Newark

Melinda M. Nelson, Roswell

Todd Nickelsberg, Philadelphia

Melissa Passo-Weirich, Aston

Jacqueline B. Penrod, Philadelphia

Robert W. Peterson, New Castle

### New Fellows

John Desiderio, FACHE, Greenwood

Barbara J. Tachovsky, FACHE, Paoli

## Delaware Regent's Message

**Lynn C. Jones, FACHE**

The healthcare reform debate continued right through the holidays, and looks like it will continue for the foreseeable future. Our HLNDV chapter will continue to work hard to provide programs that will position our members to have opportunities to learn from great presenters, and to network and to learn from each other. This will be important as we continue to make our contributions to the "health reform dialogue," and to gain additional insights with regard to the changes in healthcare.

I would like to encourage our affiliates to consider attending the Congress on Healthcare Leadership this year, as ACHE has made a special effort to offer a relevant and accessible program. A few examples include an opening session that will feature a high profile speaker regarding the current state of healthcare reform; a "Congress Express" option which is a convenient way for affiliates to experience many of the benefits of Congress at a reduced cost and still earn 12 Category I credits (Wed/Thurs program); and new "Emerging Topics" sessions that include topics like Market Impact of Health Care Reform; Best Practices for Applying Social Media to Health Care; and Minimizing System Failures in the Face of Cost Reductions. I hope that you will consider attending this year!

A few updates from the work of the Delaware RAC, and our affiliates in Delaware. Wilmington University, which has a large program for healthcare management students, has become a member of the ACHE Higher Education Network. We are also working on building a relationship with the program at the University of Delaware. We are investigating the possibility of doing a trial "video conference" connection to an upcoming HLNDV program to a location in Delaware, to test this as a means of expanding the level of participation in our Chapter's outstanding educational programs. The Delaware RAC is also working on identifying mentors for the HLNDV Mentoring program, and is working on a community service event in Delaware in the spring.

Finally, I wanted to pass along thanks and appreciation to our HLNDV Chapter leaders, for your great energy and support of our Chapter. HLNDV continues to grow and to become more effective for us all as we network, contribute, learn, and have fun!

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## Eastern Pennsylvania Regent's Message

**James B. Burke, FACHE**

It is a real pleasure for me to serve as ACHE Regent for Eastern Pennsylvania. I get to meet so many folks who are committed to our profession and to meeting the healthcare needs of their community. Examples abound in our region, but I'll only cite a few.

Recently, the Healthcare Management Forum (NEPa) held a dinner at

Marywood University, where graduate students from Marywood and the University of Scranton presented some prize-winning research. One presentation focused on Americans traveling abroad for healthcare services, and another evaluated the effectiveness of Rapid Response Teams. The work was impressive and the presentations were crisp. I extend my thanks to the HMF for their warm welcome, and their continued support of their student affiliates.

In December I had the opportunity to attend the general membership meeting of the Eastern Pennsylvania Healthcare Executive Network (EPAHEN) at DeSales University. The meeting was highlighted by the presentations of the "Emerging Leader Award" to Tom Lutz of Merck and the "Founder's Award" to Andrew B. Starr, FACHE, of St. Luke's Health System. Congratulations to both Tom and Andrew on this well-deserved recognition.

On Martin Luther King's Day members of the Healthcare Leadership Network of the Delaware Valley (HLNDV) participated in a day service helping clean a community center and playground. More service projects are planned.

In Philadelphia, on April 6, 2010, the HLNDV will hold its Annual Breakfast with the Regents. Two members will be presented with Regent's Awards, and the guest speaker will be Trevor Fetter, President and CEO of Tenet Healthcare Corporation. Please mark your calendar for this date. The exact time and location will be forthcoming. Also, keep your eye peeled for a planned CEO Forum in May.

There are a few important ACHE items that I would like to highlight. First, nominations for the District I (which includes Pennsylvania) Regent-at-Large position are now being accepted at the ACHE office in Chicago from any interested Fellow. Only a letter of self-nomination and a resume are required. Materials can be mailed to the ACHE office or emailed to [jnolan@ache.org](mailto:jnolan@ache.org).

Also, a reminder that ACHE provides up to 20 scholarships per year to qualifying student affiliates. Student affiliates must be in the final year of their program, and demonstrate financial need. Additionally, the Albert W. Dent Scholarships, established in honor of the first African-American Fellow of the College, are available to minority students. There is more information on these scholarship programs at [http://www.ache.org/Faculty\\_Students/mcgaw\\_scholarship.cfm](http://www.ache.org/Faculty_Students/mcgaw_scholarship.cfm).

Lastly, I would like to remind everyone that this year's Congress will take place at Chicago's Hyatt Regency Hotel from March 22 to 25. The convocation for new Fellows will be held on Sunday, March 21. It is an impressive ceremony so I urge new Fellows to plan to attend.

See you in Chicago.

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## National News

### Winter 2010

#### Don't Miss ACHE's Congress on Healthcare Leadership

Join us in Chicago March 22–25 for ACHE's 2010 Congress on Healthcare Leadership, the premier educational event for healthcare executives and one of the year's best opportunities to learn, connect with leaders and advance your career. Whether you are new to Congress or you have attended many times before, you will find it to be one of the best values for your educational dollar and a great way to make the most of your membership in ACHE. New to Congress this year is Congress Express, a convenient way to experience Congress at a reduced cost—Wednesday and Thursday only.

Congress will be held at the Hyatt Regency Chicago. Register early so you can have first pick of more than 115 high-quality seminars, networking events and career development sessions, along with opportunities to meet and interact with leaders in the field. Get a jump start on Congress by attending a pre-Congress seminar or one of our Boot Camps.

Watch for the complete Congress brochure, which was mailed in mid-November, or view it online at [ache.org/Congress](http://ache.org/Congress). This year you will see an enhanced digital version of the online brochure to assist you further in choosing from among the many offerings.

#### ACHE Call for Nominations for the 2011 Slate

ACHE's 2010–2011 Nominating Committee is calling for applications for service beginning in 2011. All affiliates are encouraged to participate in the nominating process. ACHE Fellows are eligible for any of the Governor and Chairman-Elect vacancies and are eligible for the Nominating Committee and Regent-at-Large vacancies within their district. Open positions on the slate include:

- Nominating Committee Member, District 2 (two-year term ending in 2013)
- Nominating Committee Member, District 3 (two-year term ending in 2013)
- Nominating Committee Member, District 6 (two-year term ending in 2013)
- Regent-at-Large, District 1 (three-year term ending in 2014)
- Regent-at-Large, District 6 (three-year term ending in 2014)
- Governor (three-year term ending in 2014)
- Governor (three-year term ending in 2014)
- Governor (three-year term ending in 2014)
- Governor (three-year term ending in 2014)
- 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.
- District 2: District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia and West Virginia.

- District 3: Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.
- District 6: Uniformed Services/Veterans Affairs.

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 can be submitted by U.S. mail and postmarked between Jan. 1 and July 15. Mail applications to serve to: MG David A. Rubenstein, FACHE, chairman, Nominating Committee, c/o Julie Nolan, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529. Materials also can be sent via e-mail to [jnolan@ache.org](mailto:jnolan@ache.org) or faxed to (312) 424-2828 by July 15.

The first meeting of ACHE's 2010–2011 Nominating Committee will be held on Tuesday, March 23, 2010, during the Congress on Healthcare Leadership in Chicago. The committee will be in open session at 2:45 p.m. During the meeting an orientation session will be conducted for potential candidates, giving them the opportunity to ask questions regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE affiliates to present and discuss their views of ACHE leadership needs.

Following the July 15 submission deadline, the committee will meet to determine which candidates for Chairman-Elect and Governor will be interviewed in person on Oct. 28, 2010. All candidates will be notified in writing of the committee's decision by Sept. 30, 2010.

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

#### Change to FACHE Requirements

Starting January 1, 2010, experience attained during a postgraduate fellowship or residency will no longer count toward the healthcare management experience for advancement to Fellow. The new definition of a healthcare management position reads as follows:

A healthcare management position is one in which the person is employed by a healthcare organization or by an organization whose purpose is to influence the growth, development or operations of a healthcare organization. To be eligible for advancement, a candidate's position must include planning, organizing, staffing, leading and controlling functions at the organizational or department level. Eligible positions include but are not limited to C-suite executives (CEOs, COOs, CMOs, CNOs, CIOs, etc.) associate and assistant administrative officers, directors as well as specialty management positions of comparable executive authority. Note: Postgraduate residency/fellowship experience does not count toward the healthcare management experience requirement for advancement to Fellow.

## National News

*Continued from Page 7*

The change reinforces the commitment to maintaining the rigor of the credential and the value of board certification. For more information about becoming a Fellow, please go to [ache.org/FACHE](http://ache.org/FACHE).

**ACHE Executive Programs**

In 2010 ACHE will again offer two distinctive executive-level programs. The Senior Executive Program is for the upper-level executive who is poised to move to the chief operating officer or chief executive officer role. It consists of three sessions, each two-and-a-half days in length. Locations and dates are as follows: Chicago (June 21–23), San Diego (August 9–11) and Orlando (October 18–20).

The Executive Program, consisting of three, two-day sessions, is intended for the mid-level manager aspiring to move into positions with broader management responsibilities and authority. Locations and dates include Chicago (June 21–22), San Diego (August 9–10) and Orlando (October 18–19).

The programs are designed to help healthcare leaders refine their knowledge, management competencies and leadership skills. Participants will have the opportunity to learn, share and grow professionally together over the three sessions. Both programs will cover (with different levels of emphasis) appraisal of personal leadership, talent development, board relationships, conflict management, measuring financial success, physician integration and patient safety.

Enrollment is limited to 25 healthcare executives for each program. For those individuals whose organization lacks the resources to fully fund their tuition, a limited number of scholarships are available. For more information, contact Becky Stacy, program coordinator, Division of Education, at (312) 424-9362 or go to [www.ache.org/Executive](http://www.ache.org/Executive) or [www.ache.org/SeniorExecutive](http://www.ache.org/SeniorExecutive).

**Article of Interest****WINTER 2010****Speechwriting Tips for Successful Presentations**

Do you get that feeling of dread in the pit of your stomach when you're asked to write a speech or presentation? You have plenty of company; there are thousands of others just like you who hate everything about public speaking. But with these few professional tips, you can write a speech that is more interesting, more memorable and easier to present.

**1. Get their attention.**

Think for a moment about talk show interviews with celebrities. They don't start out by saying, "I'm here to spend the next 15 minutes talking about my new movie." Instead, they start out by telling a

great story, something that people can relate to. It catches your attention and keeps your interest.

To start the speech, choose a story or a personal experience about your topic you can share. Another option is to begin the speech with an interesting quote that relates to the topic. The Web site [www.quotegarden.com](http://www.quotegarden.com) has a wide range of quotes on all kinds of topics. Some people like to start with a joke—but this is only good advice for seasoned joke tellers.

For all stories, quotes, and jokes, make sure that they are appropriate for your audience. Keep it relevant and interesting, and your speech will be off to a great start.

**2. Narrow your topic.**

Most people are too ambitious when they select a speech topic. It's not practical to try to cover the history of the Roman Empire in 10 minutes. You need to narrow your topic down to something more manageable, which makes it easier to write and present your speech. You can focus on a few main points, the things that are most important about your topic. This makes the speech more memorable and gives you time to weave in interesting facts and details.

**3. Use a conversational tone.**

People speak much differently than they write. A common error is to write a speech out word for word, using the same type of jargon you'd use in a report. That makes for a very dull presentation. Remember that a speech is a chance to talk to your audience, to share information with them. Instead of saying, "The annual production for widgets was a 25 percent net increase over the previous year's production," try something more like, "Last year's production was 17,000 widgets, but this year we were able to increase that total by an amazing 25 percent. Good job, production team!"

**4. Make each point memorable.**

Another common error is to use the old formula, "Tell them what you're going to say, say it, then tell them what you said." The idea is that repeating the information makes it stick. With all due respect to the old school, in today's digital age of fast information delivery, you're going to bore your audience to tears.

Instead, keep your points simple and easy to understand. Think sound bites: tight phrases that sum up the whole idea. For each point you make, tell a story or relate some information to illustrate that point. Then recap your points at the end. That's plenty. If you really feel the need to repeat it again, then hand out a sheet that summarizes your main points—but only after the speech is over.

Experienced speechwriters use these simple tips to build incredibly successful and memorable presentations. You don't have to be afraid to write a speech. With this information, you're ready to present like a pro.

Adapted from "Speechwriting Tips for Successful Presentations," by Marie Bouvier. For more information, visit [www.wordsculpture.com](http://www.wordsculpture.com).



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