



A Message from the President



"A generation of men is like a generation of leaves; the wind scatters some leaves upon the ground, while others the burgeoning wood brings forth - and the season of spring comes on. So of men one generation springs forth and another ceases."

Of course, Homer had in mind the flow of human life when he wrote

The Iliad. However, we have been fortunate to experience the regeneration of your professional organization.

As the winter turned to spring, so too did the Greater Philadelphia Health Assembly evolve. Surely, GPHA has been a wonderful and valuable part of our professional lives. It aided us in our professional growth and development, helped us form our professional relationships, and even allowed us to create new friendships. But it was time for GPHA to grow into a new, stronger organization.

With the arrival of spring, the Healthcare Leadership Network of the Delaware Valley has emerged as that new organization. Our name has changed to reflect a more inclusive link to all healthcare executives in a broader geographic area. Now, instead of focusing on a narrow region, we are responsible for providing educational and networking opportunities for healthcare professionals in 15 counties from the Jersey shore to the southern tip of Delaware.

Healthcare Leadership Network is also now a Charter Chapter of the American College of Healthcare Executives (one of only 20 such chapters in the country). This offers us the strength and resources of the world's largest healthcare executive professional association. In other words, our members and local ACHE members have access to more ACHE programming and services locally. It also

Continued on page 2

Healthcare Leadership Network of the Delaware Valley Participates in Martin Luther King Day of Service

Michael George, C.H.E.

On Monday, January 19, 2004, members of the Healthcare Leadership Network of the Delaware Valley partnered with the Philadelphia Health Management Corporation to participate in the annual Martin Luther King Day of Service sponsored by the United Way of Southeastern Pennsylvania. One group volunteered at Chances, an outpatient drug and alcohol program for women and their children located in Center City Philadelphia. The volunteers painted one of the group therapy rooms at this site. Staff members from Chances assisted them. Volunteers at this site included Melissa Schrier (Chair, Career Development Committee), Patrick Bernet, Alexander Hamling, Jing Zhang, Jayaram Srinivasan, Faith Masterson Tarangelo and Bob Hill (Treasurer). Melissa Schrier coordinated the activities at this site.

Another group volunteered at Interim House, Inc., a residential drug and alcohol program for women located in the Mount Airy section of Philadelphia. The volunteers painted the hallway areas on both the first and second floors of the facility, as well as completed some small repairs and electrical jobs. Staff, as well as some of the residents from Interim House, assisted them. Volunteers at this site included Lori Sroka, Paul Vandervoort, Mark Ruggiero, Colleen Farrell and Michael George (President-Elect). Lori Sroka, Member, Career Development Committee, coordinated the activities at this site.

All volunteers received Martin Luther King Day of Service tee shirts, which were provided by the United Way. Volunteers at the Interim House site were also treated to a lunch of fried chicken, French fries and salad.

Members of the Healthcare Leadership Network of the Delaware Valley with other ideas for community service activities for our membership or who would like to participate in future community service activities should contact Lori Sroka at lori.a.sroka@jci.com or (610) 276-3738. Lori is a member of the Career Development Committee.

Thanks to all the volunteers who came out in support of this event. We are hoping to have an even bigger turnout at the Martin Luther King Day of Service in January 2005, as well as potential volunteer opportunities in both South Jersey and Delaware.

Photos appear on page 6





Healthcare Leadership Network
of the Delaware Valley

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

Wednesday, May 26, 2004

Networking Event

5:00 PM to 7:00 PM

Hosted by: The Membership and Marketing Committee
in conjunction with

Champps Americana Restaurant Bar
330 Goddard Blvd
King of Prussia
610-491-8001

NO ADMISSION CHARGE OR COVER!

May 17-20, 2004

ACHE Cluster Program

Baltimore, MD

June 17, 2004

Annual Meeting and Social

August 16-19, 2004

ACHE Cluster Program

Williamsburg, VA

September 29-October 1

ACHE Leadership Development Institute Baltimore, MD

A Message from the President

Continued from Page 1

means that the Healthcare Leadership Network is the local liaison to almost 1,000 ACHE members in our region.

This new generation of your professional organization will offer greater outreach to valuable components of our healthcare management landscape. We are in the process of developing a new Educational Relations Committee to design programs and services for healthcare management students and faculty. Traditional Membership Committee responsibilities have expanded to include marketing functions and our web site (www.hlndv.org). The Events and Education Committee is currently planning an ACHE Category I program for the coming year. The Career Development Committee will continue to promote ACHE advancement sessions for ACHE members interested in becoming Certified Healthcare Executives or Fellows.

A key part of our regeneration will be the energy needed to take on these necessary functions. You, the members of Healthcare Leadership Network, are encouraged to participate in the work of any of the committees. A volunteer organization such as ours is only as strong as the involvement of its members. Please contact any of our Board Members or Committee Chairs for more information.

We will miss GPHA, and will always remember it fondly. At the same time, we welcome the Healthcare Leadership Network of the Delaware Valley with great excitement and anticipation for what the future of healthcare leadership will bring. GPHA helped us become better leaders for the past 28 years, and now it is time for the Healthcare Leadership Network to be our guide and resource. To quote the poet, "From the end springs new beginnings."

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Career Resources on the Internet

The following sites contain information to assist in career enhancement, employment searches and professional development. Information and opportunities in the Delaware Valley region are included in some of these web sites.

- ABINGTON MEMORIAL HOSPITAL: WWW.AMH.ORG (215) 481-2654
- ALFRED I. DUPONT HOSPITAL FOR CHILDREN: WWW.NEMOURS.ORG (302) 651-6117
- AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES: WWW.ACHE.ORG
- CAPITAL HEALTH SYSTEM: WWW.CAPITALHEALTH.ORG
- CHESTER COUNTY HOSPITAL: WWW.CCHOSP.COM (610) 430-2903
- CHESTNUT HILL HOSPITAL: WWW.CHH.ORG (215) 248-8600
- CHILDREN'S HOSPITAL OF PHILADELPHIA: WWW.CAREERS.CHOP.EDU (800) 649-8254
- CHRISTIANA CARE: WWW.CHRISTIANACARE.ORG (800) 999-9169
- DOYLESTOWN HOSPITAL: WWW.DH.ORG (215) 345-2538
- FOX CHASE CANCER CENTER: WWW.FCCC.EDU (215) 728-5300
- HOLY REDEEMER HEALTH SYSTEM: WWW.HOLYREDEEMER.COM (800) 499-HIRE
- HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA: WWW.MED.UPENN.EDU/PHP/JOBS (215)615-2688
- OUR LADY OF LOURDES: WWW.LOURDESNET.ORG (856) 757-3202

Jefferson Health System has employment opportunities for all the following members of the health system at www.employment.tju.edu and the job hotline: (215) 503-8313 unless otherwise noted:

- ALBERT EINSTEIN HEALTHCARE NETWORK
- BRYN MAWR REHAB
- GREAT VALLEY HEALTH
- MAGEE REHABILITATION
- METHODIST HOSPITAL
- THOMAS JEFFERSON UNIVERSITY; HEALTH SYSTEM; HOSPITAL
- BRYN MAWR HOSPITAL
- FRANKFORD HEALTH CARE SYSTEM
- LANKENAU HOSPITAL
- MAIN LINE HEALTH; CLINICAL LABS
- PAOLI MEMORIAL HOSPITAL

ACHE EDUCATIONAL AND CAREER RESOURCES – WWW.ACHE.ORG

If you have any sites to add to this list, please contact Melissa Shrier at M_Schrier@fcc.edu.

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My Experience as a Study Group Coordinator for the ACHE Board of Governors Exam

By Rieke Baize

Over the past year, I coordinated a study group with several Healthcare Leadership Network of the Delaware Valley (HLNDV) members to prepare for the ACHE Board of Governors exam. Taking this 170 question multiple choice exam is one of the requirements for Advancement to Diplomate, i.e. obtaining the Certified Healthcare Executive (CHE) credential. I wanted to share my experience with other Healthcare Leadership Network members to both encourage participation in the next study group and to hopefully encourage other members to take on the role of be a study group coordinator. The following is my experience as a study group coordinator with some tips for future study groups.

To start the study group process, Adam Engle and I presented a Diplomate Advancement Information Session (AIS) and collected names of those who were interested in ACHE advancement. The AIS was presented as a breakout session at another Healthcare Leadership Network professional event. Next, I set up an initial meeting to organize the group, inviting those who attended the Diplomate AIS, all on the Healthcare Leadership Network/ACHE email listserv, and any other interested parties.

At the initial meeting, I assessed where the group was in the advancement process, by asking who had completed the Diplomate application and who had already been approved to take the exam. The group determined the dates, times and locations of study group meetings. They choose to meet in the same location for all sessions, on a bi-weekly basis, on Thursdays from 6:00 – 8:00 pm. They decided to not provide any refreshments at the meetings and people were on their own to have dinner before or after the meeting.

I asked all the members of the study group to go to www.ache.org and download the ACHE Reference Manual for the exam. This manual contains critical information about studying for and taking the exam. There is a practice test in the Reference Manual. All the study group members took this practice test prior to the first study group meeting to assess where the group was with the material. This gave the group a sense of the topics they need to spend more time with vs. topics that can be covered more quickly.

There are ten subject areas covered on the exam. The group determined who would present each of the ten topics. They choose teams of two people to present each topic and covered one topic per session, for a minimum of ten meetings. One suggestion was for each team to pick one topic with which they

are familiar and one topic with which they are unfamiliar. Each person had to make at least two team presentations during the study group. However, as people had to step down from the group, some topics assignments were changed.

From my experience, it is important for one person to act as coordinator of the group. This person should send reminder emails to the group a few days before the study group meeting and prepare agendas for each session, presentation schedules and group member contact lists/information. The coordinator should also keep copies of all presentations and provide copies to those who missed sessions (upon request). They should keep all the old presentations, materials and books from the previous study group for reference material. It is helpful when preparing a topic presentation to review the presentation from a previous study group to assist in developing, updating or enhancing the new presentation.

Coordinating the study group was a challenging yet rewarding experience. As the coordinator I put a lot of commitment into both the study group and the actual preparing for the exam. I really encourage anyone considering taking the exam in the next year or two to get involved and either run or participate in the Healthcare Leadership Network study group. The total experience and what you learn from the other people in the study group is invaluable. For more information on participating or running a study group, please contact me, Rieke Baize, at (856) 802-3133 or rbaize@hotmail.com.

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WANTED: Member Input

The *Update* is one of Healthcare Leadership Network's primary marketing tools and methods of providing information to you, our members. The newsletter is mailed to our members, and circulated even further amongst member's friends and colleagues.

Please pass along any contributions you may have. If you are interested in contributing an article, or have an idea for articles you would like to see, please email Gail Malcolm, Co-Chair of the Membership/Marketing Committee at Gail.Malcolm@hlndv.org. We will do our best to use the material you provide.

The newsletter is published every 3 months, so don't delay!

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Membership Profile:

Gail B. Malcolm, FHIMSS, CHE.

Gail, Product Marketing Manager for Advanced Medical Management, joined MEDecision in January 2004 with more than twenty-five years of healthcare experience, serving healthcare IT on two fronts—as an end-user and from the supplier perspective. Prior to joining MEDecision, Gail was a director/member consultant for VHA, supporting VHA's information technology, physician practice, ambulatory surgery, long term care and community health initiatives. She has also served as CIO at Thomas Jefferson University Hospital and director of information systems at Paoli Memorial Hospital. Gail also worked for SMS (now Siemens) for a total of 10 years, serving as Product Manager and Manager of Marketing Services, and CapMed, acquired in 2003 by Bio-Imaging Technologies, as Director of Marketing. She received her undergraduate degree in business administration from The King's College and M.A. in health services administration, with a specialty in health information systems, from George Washington University.

Gail has been involved in GPHA since working at Jefferson from 1985-1992. She became involved in the Membership and Marketing Committee last year to have the opportunity to work with her former CapMed colleague, Wendy Angst, and to support the evolution of GPHA to the Healthcare Leadership Network of the Delaware Valley. "My hope is that Healthcare Leadership Network of the Delaware Valley will provide a forum for local executives in provider, payer, and healthcare vendors to come together to address pressing issues in a supportive fashion."

Gail resides in Paoli, PA with her husband, Larry, teenage daughter Christine, two cats and a dog. She was born and raised in Northeast Philadelphia and has lived in the area her entire career. The daughter of a retired physician, Gail's first job in healthcare was as a volunteer in the Business Office of Parkview Hospital, Philadelphia. This resulted in a part-time job during Gail's high school years and summer college vacations, ultimately leading to her pursuit of a career in healthcare as an information systems professional.

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Membership Profile:

Michael J. Sher

My name is Michael J. Sher and I am 36 years of age and have been in healthcare management in Philadelphia for over 10 years. I currently reside in Lower Merion with my wife, four year-old twins and retired racing greyhound.

My academic accomplishments include an undergraduate degree in Health Policy from Penn State, a graduate degree in Health Management from Rush University in Chicago and a law Degree from the Temple University School of Law.

I have been associated with the American College of Healthcare Executives for 15 years and have been associated with GPHA since my return to Philadelphia in 1993.

My initial job was with The Children's Hospital of Philadelphia where I served as Manager of the Department of Planning and New Business Development. In this capacity, I prepared strategic plans, Certificates of Need, and assisted in the development/management of the Hospital's community-based inpatient and outpatient clinical programs.

For the past five years, I have been with the Temple University Health System and currently hold the position of Chief of Staff to the Chairman and CEO. In this role, I serve as an interface between the Chairman, the Executive Management Team and employees throughout the Health System and manage day-to-day issues involving patient, employee, and physician relations, inter-institutional affairs and government/regulatory affairs.

I am also responsible for managing the development and implementation of various initiatives including hospital acquisitions/partnerships; strategic planning for clinical services; initiatives which improve access to healthcare services including communication centers and critical care transport; and, space planning throughout the Health System including property acquisition, master planning and facility development.

Why Healthcare Leadership Network is important

As healthcare leaders, organizations such as Healthcare Leadership Network play an important part in our personal and professional development, providing educational programs which allow us to remain current on trends and strategies throughout the industry. In addition, Healthcare Leadership Network serves as a vehicle for networking with other professionals from this region, giving us first-hand knowledge of the issues they face on a day-to-day basis. Healthcare Leadership Network is invaluable in terms of professional development and career advancement, providing access to a diverse group of professionals who are always willing to support and assist other members.

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Networking Builds your Career

Rebecca Anwar, Ph.D.

Networking is one of the most dependable ways to build your career. It is energizing and keeps you vital. But often we get busy and forget to keep up our efforts to effectively network. For example, when you go to a conference or social event do you seek out people you know rather than meet those you don't know? It may be time to do a little self analysis and ask yourself some key questions.

- Do you go to work and never bother to seek out your colleagues in different departments, even for a brief "hello"?
- Do you introduce yourself to the new people at work?
- Are you a member of a professional association but never seem to have the time to attend meetings?
- Do you know who you should be networking with?

Of course part of the problem is that most people are uncomfortable starting conversations with people they don't know. Let's look at how to make networking work for you.

The first step is to decide who are the people you want to network with. There are at least two broad categories to consider: those that can advance your career, and those that are potential clients. Your list might include hospital administrators, physicians, office managers, politicians, and healthcare consultants. Next, you need to figure out where these people are likely to meet. Consider the various health care organizations and associations. Select the ones where you can benefit the most. For example, the Greater Philadelphia Health Assembly, the local or state MGMA, Philadelphia Medical Society, your state and local medical and hospital associations. Also consider some of the national societies attended by leaders in your field, particularly the American College of Healthcare Executives.

The next step is to go to the meetings and commit yourself to getting involved. This sounds simple but here we get to the real work...and fun. For example, zero-in on the people you want to meet and introduce yourself. Then let them talk. Ask them questions about their interests. Then ask questions that provide information pertaining to you and your interests. Such as, do they have any administrative positions open at their hospital? Do they know of career opportunities at other institutions? What type of credentials do they think are especially important for healthcare administrators?

Then, establish some rapport and find areas of common interest such as: where you went to school, mutual friends or

associations, length of time in health care, and so forth. Get them interested in what you do. Be sure to ask for their card.

As soon as possible, make notes on the back of their card to help you remember some of the professional as well as personal details you have learned. For example, you might want to use the following categories: (1) professional contact; (2) social contact; (3) potential reference (4) knows someone I need to contact (5) never want to meet again.

Finally, if this person seems "golden", suggest meeting for lunch or dinner to further discuss areas of interest and if possible make a date right then. For convenience, use the back of your card to write the next meeting date and time and give it to the person. Then write the same information on the card he or she gave you. Be sure to follow-up by email or telephone to confirm your meeting.

Networking is an ago-old tradition that still holds great power and popularity. Getting to know people is fun, if you allow yourself the pleasure. Networking is not just a catchphrase; it's an art and something you should take seriously at every opportunity. Let people get to know you and learn more about other people in your profession. You may be surprised at what you learn and how well you stay connected. Networking is powerful and as a result your career will flourish.

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Rebecca Anwar, Ph.D. is a member of GPHA and is active on the Membership Committee. She is also a senior consultant with The Sage Group, Inc. a national healthcare consulting firm specializing in strategic planning, group practice formation, operational issues, quality improvement and marketing. For more information about The Sage Group, Inc., please call: Rebecca Anwar, at (215) 247-9334 or 1-800-SAGE-654. Or email her at rhanwar@aol.com

Help Build Healthcare Leadership Network's Membership Base! For every two new members you refer, you will receive a free pass to any upcoming Healthcare Leadership Program.

Call for Nominations

The Healthcare Leadership Network Nominating Committee is soliciting nominations of individuals wishing to serve on the Board of Directors for the 2004-2005 membership year. The Directors' duties and powers, terms of office and nominations for office according to the Healthcare Leadership Network Bylaws, Article VIII, Section 8.5 through Section 8.7, are listed below. Following his or her one-year term, the President-Elect assumes the office of President without an additional election to the office of President.

President-Elect: Must have held another office for a period of at least one year prior to nomination and must be an affiliate of ACHE.

Treasurer: Must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

Secretary: Must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

Chair, Career Development Committee: Must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

Chair, Membership/Marketing Committee: Must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

Chair, Events & Education Committee: Must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

Chair, Educational Relations Committee (see note below): Should be a faculty member of a healthcare administration program.

Director-At-Large: Must be a regularly participating member of any committee or actively involved in the organization's work for a period of at least one year prior to nomination.

Note: Educational Relations is a new Committee. According to the Bylaws, Section 9.6: Educational Relations Committee:

The Educational Relations Committee shall be responsible for identifying and developing opportunities for the Association to improve its relations with students, faculty and educational programs related to our mission. The specific functions of this committee may include, but are not limited to promoting student and faculty membership and active participation in the Association

and the ACHE, assisting local Healthcare Administration educational programs in developing ACHE Student Chapters, develop and plan student conferences, coordinate professional visits to student programs to promote the profession, and identify potential guest speakers and faculty for educational programs. It is ideal to have both student and faculty representation on this committee and if possible the Committee should be Chaired or Co-Chaired by a faculty member of a Healthcare Administration program. The President or his/her designee of any ACHE Student Chapter in the Association's geographic area will be appointed to the Educational Relations Committee.

Anyone interested in submitting a nomination for one of these positions may contact Michael George, C.H.E., President-Elect and Chair, Nominating Committee, by phone at (610) 902-2025 or email at georgem@uphs.upenn.edu by May 14, 2004. If you are nominating someone other than yourself, please obtain approval from the nominee prior to nominating this member. Thank you.

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Photos from the Martin Luther King Day of Service



Standing left to right: Michael George (HLNDV Volunteer), Iris (Resident), Mark Ruggiero (HLNDV Volunteer), Gail (Resident), Paul Vandervoort (Volunteer) and Colleen Farrell (HLNDV Volunteer)
Kneeling: Ilene Platsky (Resident) and Lori Sroka (HLNDV Volunteer)



Kathy Hogeland (Staff), Iris Rodriguez (Resident), Gail Young (Resident), Kathy Wellbank (Manager).
Kneeling: Ilene Platsky (Resident)

Photos from the Regents Breakfast



*Adam Engle, CHE,
President Healthcare
Leadership Network,
networking with
attendees.*



*Kate Flynn, FACHE,
presenting Senior
Executive award to
Dennis Kain, FACHE*



*Richard Cohen,
Ph.D., FACHE,
presenting Early
Career Award to
Doug Metcalfe, CHE*



*Kate Flynn, FACHE
with Keynote Speaker
Andrea R. Price,
FACHE, unveiling our
new name and logo.*

Tips for a Successful Job Search

The Healthcare Leadership Network of the Delaware Valley continues to look for ways to help its members enhance their job seeking skills. This past year we started to include Job search advice in each Job Bulletin titled "Job Tip of the Month." Below are all of the job tips included in the 2003 Job Bulletins.

1. It is important to research an organization before you go for a job interview. A great place to start is on the Internet.
2. Remember an interview is a business meeting between two people and its purpose is to establish whether both the skill set and prior job experience are appropriate for the job in question as well as to determine "FIT". No one ever hired a resume and the interviewee needs to help the interviewer get a chance to get to know the "whole person", complete with values and competencies.
3. Always come prepared for an interview with a sheet of information on reference contacts, including address and telephone numbers and/or e-mail addresses. Written letters of reference are okay to bring, but not necessary, because they almost always will be verified through the company, anyway. References should always be from relevant recent supervisors if possible or volunteer organizations for those students that do not have job references. Even if the reference is not relevant to the industry that you are applying to it will help to establish your work habits with a new employer. Keep in mind that the best predictor of future work is past history.
4. Dressing for success is a key to making a good first impression! It is important to always look neat, professional, and well groomed. If you are interviewing for a management position, it is preferable that you wear a suit to the interview. Don't wear too much jewelry, makeup, or perfume/cologne. This can take the focus off of your skills as a candidate.

For more information or to advertise a position with the GPHA, contact Josephine Sabillon at ruslthmusl@msn.com or 610-348-4255.

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