



The programs, activities and events of HLNDV do not just happen. These opportunities to enhance membership, to promote the professional standards of the American College of Healthcare Executives and to maintain financial viability are possible through a group of volunteers that run HLNDV. The governing body of HLNDV is our Board of Directors.

Twenty six of our colleagues serve on the Board. While this may sound like a large Board, it is necessary to operate the day-to-day activities of the organization, chair and co-chair seven active committees and plan local programs in Delaware and South Jersey. Two members are ACHE regents. All take time from their busy schedules to serve and help make HLNDV an ACHE Merit Award winning chapter. The Board contracts the services of a communication specialist to help maintain the web site, send emails and to staff meetings and programs.

Each summer, Board members set aside one full day for an annual Board retreat. This year, the retreat was held on July 24th at the Philadelphia Cricket Club. While the Board spends a lot time together on conference calls to move the organization forward, members sensed the group may work better together if Board members got to know each other on a more personal level. Thus, the first retreat activity was a “get to know each other” session where each member provided a brief professional history and explained why he/she is involved HLNDV.

Faith Needleman, co-chair of the Diversity Committee made a presentation to the Board on Diversity. She reviewed the demographics of the HLNDV membership compared to the ACHE national membership. Diversity continues to be a key focus of the Board in the 2015/2016 program year.



The remainder of the day focused on two activities – critiquing the function and interactions of the Board and revising and updating the HLNDV Strategic Plan.

One area identified as an issue to be addressed during FY16 was the ability of members to allocate sufficient time to Board activities and to respond to colleagues’ calls to action. The Board will be working to improve the efficiency of the Board and all members involved in HLNDV events.

The HLNDV Board, in addition to meeting the local needs of our membership, is committed to furthering the goals and objectives of ACHE. During the retreat, the Board reviewed the 2015-2017 American College of Healthcare Executives Strategic Plan. The Board committee co-chairs had break-out sessions where the co-chairs updated the strategic activities for their committee and reformatted their plans to the ACHE format. Co-chair were also challenged to put forth initiatives that are fiscally responsible and to use all resources wisely.

All in attendance agreed the retreat was a success and are looking forward to a productive year meeting the needs in our membership.

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LETTER FROM THE PRESIDENT



Happy Fall!

It's hard to believe the summer of 2015 is complete. I hope everyone had a safe and enjoyable summer! For many of us our attention quickly turned to the weekend of September 26th, the Papal Vis-

it. As a healthcare community the response has been impressive. From planning for uninterrupted baby deliveries to housing staff for long periods of time, many of you will be working over the weekend to be ready to ensure our region will be ready for anything, thanks for all you have done to prepare!

The chapter was busy over the summer with our annual meeting and also annual board retreat. Organized by President-Elect Allison Wilson-Maher our board retreat provided the board time to reflect and plan. One thing for sure, we need your help! All of our committees are led and staffed by member volunteers, and we need your help to be able to continue to provide the high level of service this chapter is proud

of. If you are interested in volunteering on one of our committee's please reach out to our Volunteer Coordinator Andrew Goldfrach at volunteer@hlndv.ache.org. If you are preparing for the Board of Governors Exam or in the final application process to complete your FACHE Professional Involvement is a requirement and volunteering with HLNDV is a great way to check that off the list! There are many ways to become involved in our chapter.

I'd like to thank all those who have volunteered their time to help make our chapter the best it can be!

Thanks!

Douglas Hughes, FACHE
President, HLNDV
 Vice President - Administration
 Paoli Hospital

CARING FOR THE MILITARY



On July 30, 2015, nineteen HLNDV members visited Dover Air Force Base. Chief of Staff **Mark Vojtecky, MS, MPH, FACHE** provided a presentation on "Topics in Military and Civilian

Healthcare" followed by a tour. Unlike civilian healthcare, there are priorities of care in the military. First priority is to care for active military. Second is active duty military dependents, followed by retirees and then eligible dependents of retirees. Mr. Vojtecky explained that the military healthcare system exists because a medically

ready force is a ready military force. Medically skilled personnel move with the troops.

Dover Air Force Base (DAFB) serves as the home of the Armed Forces Medical Examiner System, which has a mission to provide innovative medico-legal services worldwide. There is a staff of 300, including eight forensic pathologists. The last unknown soldier of the Vietnam War was recently identified at Dover; everyone who serves in the military provides a DNA sample. After the presentation, Mr. Vojtecky took participants on a tour of the DNA Registry.

Interesting Factoid: DAFB served as a model for the television series NCIS.

Correction from Early Summer, 2015 Newsletter

Copy in the Delaware Valley ACO article which appeared in the June Newsletter should read:

Financial Implications: The Push from Inpatient to Outpatient Care

The Delaware Valley Accountable Care Organization (Jefferson Health, Main Line Health, Holy Redeemer Health System, Doylestown Health, and Magee Rehabilitation Hospital) has more than 450 PCPs serving over 100,000 beneficiaries/patients.

GENERATIONAL DIVERSITY: WHOSE WHO?



For the first time in the history, four, soon to be five, generations are working side-by-side in the work place. Interactions, motivations and values differ throughout those generations. However,

in order to effectively manage a workforce with four generations, it is important to understand who they are. These generations are grouped as Matures, Baby Boomers, Gen Xers and Millennials/Gen Y.

This article will be the first in a two-part series. First, understanding who these generations are and what motivates them. Next, understanding how to best utilize each in the workplace. It is important to remember that in discussing these groups, generalization and stereotypes are used. Individuals have different experiences, and thus, individuals will relate to these statements independently.

Matures

Matures, born before 1945, represent roughly 5% of the workforce. This generation tends to be very loyal to the company for which they work and typically views work as a responsibility or obligation. Shaped by events like the WWII and Great Depression, Matures typically value hard work, respect for authority as well as dedication and sacrifice. They hold a great deal of history about and experience with the company. This group is characterized as practical.

Boomers

Baby Boomers, born between 1946 and 1960, represent the majority of the work place (38%). This generation views work as an adventure with loyalty to one's self and company. Events such as Watergate, the Vietnam War and the Civil Rights movement are integral to shaping this generation. Boomers value personal growth and gratification as well as health and social involvement. They are characterized as optimistic.

Generation X

Gen Xers, born between 1961 and 1980, represent the next largest majority of workers (32%). Gen Xers grow up as latchkey kids when the divorce rate increased dramatically, and they witnessed events like the Gulf War and the AIDS epidemic. They tend to be loyal to individuals versus the company, instilling the concept of work-life balance. This group is characterized as skeptical.

Millennials

Millennials, born between 1981 and 2000, represent the generation growing most quickly in the workforce (25%). Columbine, 9/11 and the electronic revolution are all key happenings shaping Millennials. This group is characterized as hopeful, with loyalty to self and personal growth. Furthermore, this group employs the concept of work-life integration, as technology plays an increasing role.

With an enhanced understanding of the workforce, considering how these difference influence and inform the workplace is the next logical step.

Start the conversation now. See the discussion on LinkedIn.

Resources and Additional Reading

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NATIONAL NEWS

Join the Rainbow Healthcare Leaders Association



The Rainbow Healthcare Leaders Association is a national organization whose mission is to enhance the representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. RHLA is committed to focusing on disparities in care and preparing the next generation of LGBT healthcare executives. RHLA and ACHE have a shared interest in fostering the development of diverse healthcare leadership.

Join RHLA now and you will have access to the RHLA Mentorship Program and RHLA Forums, both of which will enable you to connect with other members in a meaningful and confidential environment. Members can share and receive feedback on business and personal issues as they navigate their careers in healthcare.

For more information about RHLA membership or any of its programs, visit rhla.org.

Exam Online Community Offers a Complimentary Interactive Learning Platform

Members preparing for the Board of Governors Examination can access the Exam Online Community as a complimentary and supplementary resource that can boost their confidence and help them succeed. The interactive platform gives members the opportunity to learn and glean study tips from others taking the exam. It also provides an opportunity to discuss Exam topics with experts for better understanding and the option to participate in study groups. Join the Exam Online Community at bogcommunity.ache.org.

Postgraduate Fellowship Area of ache.org Provides a Vital Resource to Healthcare Organizations and Entrants

Postgraduate fellowships are essential to attract and develop highly qualified healthcare management professionals. ACHE offers robust online resources regarding postgraduate fellowships at ache.org/PostGrad. The materials are for those seeking to develop a postgraduate fellowship, organizations that want to find the best candidate and new healthcare management entrants looking for a fellowship opportunity. The site includes the Directory of Fellowships in Health Services Administration in which organizations post their fellowship offerings and for students to find opportunities they want to pursue. Additionally, there are resources for organizations seeking to start a fellowship—these include sample manuals, templates and checklists.

Save the Date: Physician Executives Forum Programs

The [Physician Executives Forum](http://PhysicianExecutivesForum.org) launched two years ago to provide added value to physician executive via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of the Forum that offers an affordable learning and networking opportunity. Date and location for the program is as follows:

Physician Executives Forum Education Program
Oct. 10, 2015
Hyatt Regency Washington on Capitol Hill
More details available at ache.org/PEForum

If you have questions about this Forum program or Forum membership, please contact Erika Joyce, CAE, assistant director, Division of Member Services, at (312) 424-9373 or erjoyce@ache.org.

Tuition Waiver Assistance Program

To reduce the barriers to ACHE educational programming, ACHE makes available a limited number of tuition waivers to Members and Fellows whose organizations lack the resources to fund their tuition for education programs through the [Tuition Waiver Assistance Program](http://TuitionWaiverAssistanceProgram.org). Members and Fellows in career transition also are encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- Online Tutorial (Board of Governors Exam)
- ACHE Board of Governors Exam Review Course

All requests are due no less than eight weeks before the program date, except for ACHE self-study courses; see quarterly application deadlines on the FAQ page of the tuition waiver application. Incomplete applications and applications received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision not less than six weeks before the program date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline. If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or tsomrak@ache.org. For more information, visit ache.org/Tuitionwaiver.

NEWS YOU CAN USE

Employee Engagement During Conference Calls

Conference calls are commonplace in many organizations across the world. However, they aren't always popular among employees, who may sometimes work on other tasks instead of focusing on the conversation at hand. Below are guidelines to maximize time and productivity in setting up a call.

Allow for Limited Involvement

Be selective about those you invite—not every team member needs to be part of the call. Also, allow employees to leave the call early if they have pressing deadlines or are not needed for the remainder of the call.

Make Use of Video

Video calls can be more engaging than those held by phone. The ability to hold eye contact is a strong way to engage others. Participants can view each other's reactions and body language and then respond accordingly. And with video, you will be able to monitor everything that is going on.

Train Employees in Technology

Whether you're meeting via a video or phone conference, you need to make sure both you and your employees understand the technology being used so that they feel as comfortable in participating as possible. Doing so will eliminate disengagement and boredom caused by confusion and frustration.

Limit Telecommunication

Although setting up conference and video calls is simple and effective, it also is imperative to meet face to face with your employees. Limit these calls to issues that need the whole team's input and those where a final decision can arise by the end of the call.

—Adapted from *Communication Solutions* April 2015 newsletter, www.communicationbriefings.com

12 Things Successful Leaders Never Tolerate

Tolerance, for the most part, is an excellent trait. Accepting difference enriches both lives and organizations. However, there are some aspects of life that should never be tolerated, most importantly because they can tear down your success. Start by making the below list intolerable both for you and those around you.

1. Dishonesty. Living honestly brings peace to you and others. Dishonesty places a false reality on your life and is an easy way to bring down success.

2. Boredom. It tends to be the case that successful people are usually exploring something new. Life is too short to be inactive and remain in your comfort zone. Get out there and do something you've never done before.

3. Mediocrity. Settling for less is a huge temptation, and one that is easy to take. What makes people stand out is their willingness to strive for more and make tough decisions that can lead to a life of greatness.

4. Negativity. Every negative thought you have keeps you from being your best. If you hear yourself complaining either out loud or to yourself, find a way to shut it down and bring out the best in any situation.

5. Toxicity. Whether at work or at home, a toxic environment can leave you feeling ill. If something doesn't feel right, makes you tired or fills you with dread, either cut it loose or brainstorm ways to improve upon the situation.

6. Disorganization. Clutter and disorder cause stress and affects your emotional and mental well-being. Get rid of what you don't need and keep everything else where it belongs. Come up with an organizational system that works for you and stick to it.

7. Unhealthiness. Unhealthy food, relationships, habit—unhealthy anything—affects every aspect of your life. Remind yourself you deserve better and then give yourself better. Consciously make the decision that is healthiest for you.

8. Regret. Regrets are a fact of life, but dwelling on them will only bring you down. Find peace with yourself that whatever happens happens. Learn from it, right whatever you can—and then leave it behind.

9. Disrespect. Relationships are vital for success and respect is vital for relationships. Disrespect, no matter the form or who it may be directed toward, is one of the most destructive forces you can harbor. While cliché, it's important to think of the Golden Rule: Treat others how you would want to be treated.

10. Distrust. This can be bred through a succession of tiny compromises over time, so be mindful. Focus on growing your own integrity and surround yourself with others who do the same.

11. Anger. Anger is something none of us can avoid, and used positively, it can motivate you to action. But holding onto it is paralyzing and accomplishes nothing. Learn to direct anger toward problems, not people, and then work to get over the thing that made you angry in the first place.

12. Control. There are some things you will never be able to control. Focus your energy on what you can and learn to let go of the rest.

—Adapted from “12 Things That Successful Leaders Never Tolerate,” by Lolly Daskal www.inc.com

LOCAL NEWS

City gives more info on getting ready for Pope Francis

Philadelphia Inquirer: Mayor Nutter said the city is working with hospitals to make sure pregnant women will be able to get to hospitals to deliver, despite the traffic restrictions.

Data executives can help hospitals save lives, cut costs

FierceHealthIT: The Chief Data Officer for Geisinger Health System shares why he thinks the position represents more than an employee who deals with databases.

St. Luke's eyeing new home for Quakertown campus

Philadelphia Business Journal: St. Luke's Quakertown Hospital is embarking on a two-phase plan for bringing outpatient and inpatient services to the Upper Bucks County site in Milford.

Lancaster General Health announces more leadership changes

Lancaster Online: The announcement, which covers changes made over several months, comes after LG Health joined Philadelphia-based Penn Medicine on August 1.

Urban, suburban hospitals team up on heart care

Philadelphia Business Journal: Brandywine Hospital and Temple University Health System have entered into a partnership under which Temple cardiovascular surgeons will be providing heart care at Brandywine.

Prime Healthcare is paying \$35M for Mercy Suburban

A hearing on the sale is scheduled for Sept. 2. Read more from Philadelphia Business Journal.

CHOP-led research initiative awarded \$8.6M

The Philadelphia Business Journal reports a collaboration of eight of the nation's top children's hospitals to improve pediatric care.

Bucks County hospital CEO stepping down

The Philadelphia Business Journal reports the resignation of St. Mary Medical Center's CEO.

CHOP teams up with Bucks County hospital

Philadelphia Business Journal: The Children's Hospital of Philadelphia and St. Mary Medical Center have formed a partnership designed to enhance neonatal and pediatric emergency care for families in Bucks County.

Community Health Systems to spin off 38 hospitals, shift focus to larger markets

Modern Healthcare: The hospitals and a consulting subsidiary will be spun off into a new publicly traded company named Quorum Health Corp.

Montco hospital gets a new CEO

Philadelphia Business Journal: Rich Newell has taken over as CEO at Pottstown Memorial Medical Center in western Montgomery County. Newell spent the past five years at Carlisle Medical Center.

June 17: South Jersey LPC's Inaugural Event



On June 17, 2015, the South Jersey Local Program Council (SJ LPC) in collaboration with the Healthcare Planning and Marketing Society of New Jersey (HPMSNJ) offered its inaugural educational event, "Push from Inpatient to Outpatient: Can Healthcare Live on Risk Alone? Graciously hosted and sponsored by Virtua Health at the Brown Education Center, the half-day program awarded 3 Qualified ACHE Education Credits providing a dynamic panel led discussion around the industry's efforts to address value-based care.

Kicking off the day was a dynamic discussion led by keynote speaker Fran Griffin, Senior Advisor at CMS where she spoke on various value-based initiatives across the country being administered by the Center for Medicare and Medicaid Innovation.

Moderated by Virtua's Dr. Stephen Kolesk, MD, Senior VP of Clinical Integration, Dr. Kolesk offered both personal and professional experiences around the challenges in coordinating effective ambulatory care both pre and post-discharge. An outstanding panel provided practice guidance and insight on future trends representing areas such as strategy (John Harris, Veralon Partners), Medical Real Estate (Michael Sher, JD, MS, Medical Realty Advisors) and accountable care (Brian Hammer, MBA, MSHA, National Association of ACO's).

All of these areas of competency brought together a story of optimism anchored with a burning platform to change how care is delivered, build appropriate ambulatory scale and develop community partnerships to better manage and coordinate care for the growing chronic diseases.

The SJ LPC is looking forward to offering various educational and networking events in 2016 and appreciates everyone's support to date.

WELCOME NEW MEMBERS, CONGRATULATIONS NEW FELLOWS [AS OF 8/19/2015]

New Members

May, 2015

Kayla Burley
Thomas Centore
Ileka Ifejika
Velma Maxwell
Linda Napoli
Louisa Seward
Sarah B. Sivon

June, 2015

Megan Algeo
Mark Angelo
Guy Barber
Luci T. Brooks
Grace T. Cole
Andrew Curran
Frances Cusick
Joseph A. Eppolito Jr.
Yolande Greene
Nate Guyton
Susan C. McAllister
Vivian McCollum
Amy Milhorn
Troy Rehrig, PharmD
Ronald Romano, RN
Deborah Sadowski

Derek R. Tancredi
Anthony Wehbe, DO
Robert J. Winn, MD
Robert L. Young

July, 2015

Paul P. Abrams
Tammy Anderson
Paul Austermehele, PA-C
Tracy Boone
Jeffrey Bryers
Ronel D. Callueng
Douglas Carney
Phyllicia Cross
Josh Lauer
Kevin Manley
Regina McWhite-Brown
Daniel H. Seiders
Daphnee Theodore
Mary Jo Timlin-Hoag

August, 2015

Stephen T. Lawless, MD
Rodrigo M. Paes
Shoshana M. Rosen
Margaret Z. Rubio
Ashley Verbitsky

Recertified Fellows

May, 2015

Traci Bentley, FACHE
Verdi J. DiSesa, FACHE
Jamie H. Epps, FACHE
Ellen Nassberg, FACHE
Brian E. Sweeney, FACHE
Scott E. Wagner, MD,
FACHE

June, 2015

Jeffrey A. Beiler II, FACHE
Jeanie K. Carpenter,
FACHE
Robert F. Hill Jr., FACHE
John Johannessen, FACHE
Paul D. Kempinski, FACHE
Adrienne E. Kirby, PhD,
FACHE
Lolita A. Lopez, FACHE
Denise L. Montgomery,
FACHE

July, 2015

Matthew F. Costello,
FACHE
Kevin C. Flynn, FACHE
August, 2015
Thompson H. Boyd III,
MD, FACHE
Louis J. Brunner III,
FACHE
Lt Col Andrew A. Herman,
FACHE
Ellen B. Reuben, FACHE

New Fellows

July, 2015

Christine Kelly, RN,
FACHE

HLNDV: THE VOLUNTEERS BEHIND THE SCENES



HLNDV is a professional organization of healthcare executives in the Philadelphia region, aiming to foster interactions and networking. The organization holds educational sessions for leaders regarding emerging topics, publishes quarterly newsletters, offers a variety of networking opportunities and much more. All of these offerings would not be possible without the efforts of our volunteers.

This year our newsletters will highlight some of the work happening behind the scenes by the regions' healthcare professionals volunteering to move HLNDV forward. In each newsletter, we will highlight the work being done by one of the HLNDV Board's committees and share opportunities for you to get involved. This newsletter highlights the Communications Committee!

Communications Committee

The Communications Committee is responsible for all activities related to the chapter's messages, public relations and social media outreach including the newsletter, annual report, website, and social media presence. Volunteers from the committee write and create content for quarterly newsletters, document the events held throughout the organization and develop an annual report to showcase the various activities of the group. The group also has volunteers who monitor and update the website, act as liaisons with other HLNDV committees to keep all parties informed and communicate with HLNDV members via social media platforms like LinkedIn, Facebook and Twitter. If any of these activities peak your interest, we encourage you to get involved by reaching out to communications@hlndv.ache.org!

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SPONSORS

We would like to thank the following organizations for their support as Annual Sponsors during 2015-2016. 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 following sponsors to get more information on their products and services.

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