Matthew F. McNulty, Jr. Award

Dr. Jehan El-Bayoumi will receive the 2015 Matthew F. McNulty, Jr. Award, March 10, 2016 at Congressional Country Club in Bethesda, Maryland. The Healthcare Council Board approved the nomination of Dr. El-Bayoumi at their December 9, 2015 Board Meeting. Kim Russo, COO of The George Washington University Hospital presented Dr. El-Bayoumi’s name for consideration. The board is pleased to recognize the innovative strategies and the major impact made by the work of Dr. El-Bayoumi. She has made a significant contribution to the health care field and her top accomplishments have been recognized by numerous organizations including the Medical Society of the District of Columbia in presenting her with the Certificate of Meritorious Service. The Washingtonian named her “Top Doctor of Washington,” on five different occasions. The Council Board is honored to recognize such a deserving health care leader at the awards luncheon, March 10, 2016 (see more on page 2).

November Fall Conference Report

Insights on Healthcare Issues Offered at Fall Conference

Key issues facing healthcare leaders filled the all day conference held at the Gaylord Hotel, National Harbor, Maryland on November 12, 2015. This was the fourth conference sponsored by the Healthcare Council and Premier. The theme, Healthcare: Leading Amidst Disruption, focused on the innovative forces disrupting healthcare which ultimately makes services more accessible, more affordable and more available to a much larger population.

Excellent presentations challenged the thinking of all. The Healthcare Council and Premier are pleased to host this annual event for healthcare leaders in the Greater Washington, DC and Baltimore area. Leaders from Hampton Roads, Virginia joined the conference this year. In prior years CEO’s from NY, Richmond and Winchester, VA have attended. The conference continues to draw from outside the immediate region as the word spreads about the quality of speakers and presentations. Mark your calendars now for the 2016 conference on November 10 (cont’d on page 4).
Matthew F. McNulty Award Recipient

Continued

The Matthew F. McNulty Award was created on the 24th day of September, 1997 in honor of Dr. McNulty for his 20-plus years as a leader on the Board of the Healthcare Council and his exemplary contributions to the healthcare field. The McNulty 2015 recipient, Dr. El-Bayoumi was born in Florida, raised in East Lansing, Michigan and attended the University of Michigan in Ann Arbor for both undergraduate and medical school. She then moved to Washington, D.C. in 1985 to complete her internship, residency and chief residency in internal medicine at the George Washington University School of Medicine and Health Sciences (SMHS). After completion of her training, she joined the Division of General Internal Medicine at GW. Dr. El-Bayoumi served as clerkship director for many years prior to becoming the Internal Medicine Residency Program Director in 1998, and remained in that role for 15 years. Dr. El-Bayoumi is a professor of medicine and she has a very active clinical practice.

Learning how to better educate and evaluate learners, from all levels has been a long-standing interest of hers. She has lectured and taught in the GW Milken Institute School of Public Health, the School of Medicine and Health Sciences (SMHS), and the SMHS residency program, as well as in the community about topics such as women and minority health. She has served on the boards of Center for Women Policy Studies, National Women's Health Network, and Arts for the Aging. She is currently serving as a board member for Whitman Walker Health.

Dr. El-Bayoumi founded the Rodham Institute to honor her patient, Mrs. Dorothy E. Rodham. She was not only a patient, but she also became her cherished friend. Mrs. Rodham was a wonderful human being who was committed to social justice and this Institute was created to honor her legacy.

Join us on March 10, 2016 as we recognize Dr. El-Bayoumi and her contributions to the healthcare industry.
THE BOARD CORNER:

7 Strategies for More Productive Non-Profit Board Meetings adapted from the “Fund Raising Authority” by Joe Garecht

1. **Start with Mission:** Lead every board meeting with a mission-related item that reconnects board members with the heart of your non-profit.

2. **Have an Agenda:** Every board meeting should have a firm agenda that is sent out to the members beforehand and enforced by the board chair. Include time for “new business” at the end of the meeting for items that aren’t on the agenda.

3. **Send a Pre-Meeting Packet:** Every board member should receive a packet of information and resources at least 3 days before the meeting so that they have time to review it and prepare questions.

4. **Start and End Meetings on Time:** Make it a policy to always start and end your board meetings on time.

5. **Make Your Board Meetings about Decisions, not Updates:** Don’t waste most of your time on updates. Use time to focus discussions on strategy, and to make decisions that affect the vision and work of your non-profit.

6. **Don’t Let One or Two Board Members Dominate:** Encourage your board to speak “with” not “at” the other members. Encourage honest and open communication at your board meetings. Encourage frank discussions. Encourage everyone to get involved and talk.

7. **Ask for Action:** Ask members to make 2 introductions for you this month. Ask your board to hold a non-ask event for you, or for members of the executive committee to each accompany the Executive Director for one ask meeting this month. Whatever ask you are making of your board, be sure that it is concrete and that there is a deadline for action. Don’t say, “We really need help finding new major donors!” Instead say, “Would you each be willing to help John meet one new major donor this month. It won’t be for an ask, just a get to know you meeting. Who can help?” If your organization is running board meetings that are less than productive, don’t get frustrated. Use these strategies and be persistent. Most non-profits can go from unproductive to super-productive board meetings with less than a year of effort.

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**Pleased to Announce Alison Arnott Joins HCNCA & NCASS Board**

The Healthcare Council of the National Capital Area voted Alison Arnott as new board member starting the fall of 2015. Alison brings a unique perspective with her years of experience in healthcare and working with KPMG accounting firm. Mike Barch, Chair of the Council states “that the board is fortunate to have someone with Ms. Arnott’s background.”

Alison A. Arnott is vice president for support services of Sibley and was appointed to her current office in December 2007. Prior to that, Ms. Arnott served from 2004 to 2007 as director of management engineering for Sibley. Before joining Sibley, Ms. Arnott was the director of decision support for Boca Raton Community Hospital from 2003 to 2004, and the manager of forensics for health care services for the accounting firm of KPMG from 2001 to 2003. Ms. Arnott received a bachelor of science in commerce (accounting) from the University of Virginia in 1996 and a master of business administration in health services from The George Washington University in 2001. Ms. Arnott is both a CPA and a board-certified health care executive and a fellow of the American College of Healthcare Executives. Welcome to the Board, Alison.

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**Debbie Johnson Promoted to Director, Partner Development**

As of January 1, 2016 Debbie Johnson was promoted to Director, Partner Development of National Capital Area Shared Services, Inc. Debbie joined the company in August of 2015 as Manager, Partner Development. Upon the retirement of John Maloney she assumed the role of Director. We are pleased to have Debbie as Director of NCASS. She brings a rich history of knowledge in the group purchasing business having worked with Colonial Alliance in Hagerstown for over eight years. Debbie has already implemented a long list of strategies to build the Premier Affiliate program and bring additional savings to clients utilizing the regional vendor contracts of NCASS. We encourage all providers to contact Debbie for inquiries relating to potential purchasing savings available through the Healthcare Council’s subsidiary business, National Capital Area Shared Services, Inc. (NCASS).

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**Salary Survey Reminder**

The 2016 Wage & Salary Survey and Executive/Department Head Salary Survey Questionnaires have been mailed. If you have questions about completing the survey please contact Cheryl Thomas at 301-731-4700 or email her at cethomas@healthcare-council.org. There is a fee for each of the publication reports to assist with the production cost. Feel free to visit our website at www.healthcare-council.org where you may order directly online.
November Conference Report, cont’d

Insights on Healthcare Issues Offered at Fall Conference

Erik Rasmussen, VP of Legislative Affairs for the American Hospital Association shared insights on what could be expected in 2016 with changes in the political leadership. Ravi Sachdev, Financial Partner with Clayton, Dubilier & Rice focused on the multiple facts adding up and challenging health systems to play a different role. Blair Childs, Senior VP of Premier’s Public Affairs spoke on MACRA and why this important legislation is a game changer. Jeff Butler, Founder & CEO of Privia Health gave a presentation on how private practice physicians can come together to improve the nation’s healthcare delivery system. Dr. Albert Wu, Director of Health Policy & Management and Director, Center for Health Services and Outcomes Research, described in his presentation how structures and strategies can come together to improve quality of care and patient safety across multiple functional units and institutions. Dr. Meena Seshamani, Director of the Office of Health Reform at the Department of Health and Human Services gave an overview of the Affordable Care Act (ACA) to date, describing delivery system reform efforts and priorities as we move forward into 2016. She also explored strategies that will help in managing reform for delivery systems.

John Maloney Retires

After 6 years with National Capital Area Shared Services John Maloney announced his retirement as of December 16. At the December 9, 2015 HCNCA/NCASS Board Meeting and Holiday Lunch John Maloney was recognized for his outstanding service to the company. It was through John’s leadership that the Premier Affiliate program was launched and grew from nothing to a purchasing volume of $35M. John’s professional style, his steady pursuit of potential clients, his positive outlook and his personal relationship with clients are all reasons that John will be missed. The plaque presented to John read: “On behalf of the Healthcare Council National Capital Area and Shared Services we thank you for your exceptional work and paramount dedication. You have left your indelible mark, building a successful enterprise and creating value for NCASS and our Premier members since December 15, 2008.” We wish John well in his retirement.

SAVE THE DATE

The Healthcare Council of the National Capital Area is sponsoring the employee of the year award for 2016. We invite each healthcare provider in our geographical area to participate and select one individual for this 2015 Award. These awards will be presented in conjunction with the March 10, 2016 Matthew McNulty Award Luncheon. Each provider who decides to participate and select an employee will be asked to join in the presentation. We are excited about the opportunity to recognize outstanding employees and present this important recognition to one individual in your organization that made a significant difference in 2015.

Employee of the Year & McNulty Awards Luncheon is scheduled March 10, 2016 from 11:30 AM to 2 PM at Congressional Country Club. Executives and Trustees from area Hospitals, Healthcare Systems and Allied Health Care providers are invited to attend. Please join us at Congressional for this special occasion, 8500 River Road, Bethesda, MD 20817. This is the fourth employee of the Year Award Luncheon and the 18th McNulty Award event.
Joe Quinn Joins LifeBridge Health: Joe Quinn recently joined LifeBridge Health in the newly created position of chief human resources officer. Quinn brings more than 20 years of human resources operations experience in the health care and chemical industries. In his new role at LifeBridge Health, Quinn oversees human resources strategy, talent acquisition, organization design, management development, compensation, benefits diversity programs and labor relations. Quinn also leads a team of human resources experts and supervises all aspects of employee engagement and inclusion within LifeBridge Health, which consists of Sinai Hospital of Baltimore, Northwest Hospital, Carroll Hospital, Levindale Hebrew Geriatric Center and Hospital, LifeBridge Health & Fitness, hundreds of primary care and specialty physicians throughout the region, and affiliated health related partners.

First Lady Visits Children’s National Health System: On December 14, Children’s National Health System welcomed First Lady Michelle Obama, accompanied by first dogs, Bo and Sunny, to Children’s National for an annual holiday visit with patients and families. First Lady holiday visits to Children’s National are a tradition dating back to Bess Truman. They help spread cheer to children and families who can’t go home for the holidays.

Adventist Healthcare: Washington Adventist Hospital to relocate: Construction is to begin in January with opening planned for early 2019. The Maryland Health Care Commission granted formal approval for Adventist HealthCare Washington Adventist Hospital to develop a replacement hospital in the White Oak section of Montgomery County.

Area Partnership Formed: Saint Agnes Healthcare, University of Maryland Medical System Create Regional Clinically Integrated System of Care: Saint Agnes Healthcare, Baltimore, a member of Ascension, and University of Maryland Medical System have developed a formal affiliation to share resources and create a regional clinically integrated system of care to improve the health of the communities they serve. The organizations developed three goals for their partnership: improve the overall health of West Baltimore residents, strengthen clinical programs without increasing or duplicating costs, and better allocate resources. As part of this partnership, the health systems aim to create an enhanced, cost-effective patient experience.

Holy Cross Hospital: President and CEO Kevin J. Sexton was recently honored with an induction into the Montgomery County Business Hall of Fame. Mr. Sexton was recognized for his significant impact on the Montgomery County business community during a ceremony held at the Universities at Shady Grove in Rockville. Mr. Sexton has been president and CEO of Holy Cross Health since 1998. During that time, he guided Holy Cross Health through a significant expansion of health care facilities, including, most recently, the establishment of Holy Cross Germantown Hospital in October 2014, the opening of a fourth health center for the underserved in May 2015, and the opening of Holy Cross Hospital's 150-bed, seven-story South Building in November 2015, the hospital’s most significant expansion in its 50 year history.

MedStar Medical Group: After 48 years of affiliation with MedStar Georgetown University Hospital and Georgetown University Medical Center, president Richard Goldberg, MD has taken on a new role with MedStar Health which became effective, January 1, 2016. Dr. Goldberg will begin serving as president of the MedStar Medical Group to help accelerate its momentum in integrating and engaging physicians across MedStar.

MedStar Georgetown University Hospital: Mike Sachtleben, MedStar Georgetown’s immediate past chief operating and executive director of the MedStar Georgetown Physicians Group became president of MedStar Georgetown University Hospital and senior vice president of Medstar, effective January 1, 2016. Before joining MedStar Georgetown 13 years ago, Sachtleben was the assistant vice president of Washington Operations for MedStar Physician Partners (MPP) where he oversaw a network of community-based primary care providers. He earned his undergraduate degree from the University of Maryland College Park and a master’s degree in healthcare administration from the University of North Carolina at Chapel Hill Gillings School of Global Public Health.

Ascension Health: Amy Freeman takes on new role as Vice President, Ascension Health/President and CEO, Community Health. Since 2010 Amy served as President and CEO of Providence Health System in Washington, D.C., where she began her nursing career more than 30 years ago. She assumed her new role on November 1, 2015, and is based in Washington, D.C. Her new responsibility includes many facets of community health including promoting Ascension’s community health improvement and population health legislative and regulatory strategy.

Duane L. Erwin, J.D., FACHE Named Interim President and CEO, Providence Health System: Duane L. Erwin joined Providence Health System as its Interim President and CEO of Providence on Thursday, November 5, 2015. Appointed by Bonnie Phipps, Senior Vice President, Ascension Health / Group Ministry Operating Executive, Duane will serve in this capacity while a national search is mounted to identify a new leader for Providence. Prior to Providence, Duane was interim CEO at Columbus Regional Healthcare System, a 154 bed hospital in rural North Carolina. Duane has also served as president and CEO at Aspirus, Inc., a six hospital health system in north central Wisconsin and the Upper Peninsula of Michigan. Duane is a fellow of the American College of Healthcare Executives.
AREA NEWS & CURRENT EVENTS, CONTINUED

Inova Center for Personalized Health: Officials at Inova anticipate the Inova Center for Personalized Health to open to the public in early 2016.

Inova and George Mason University Partner: Virginia Gov. Terry McAuliffe put $16 million into his 2016 budget to support a new Global Genomic and Bioinformatics Center, a piece of the new precision medicine partnership between Inova and George Mason University.

Patient First: On December 16, 2015 Patient First opened its 62nd center in Gainesville, VA.

MedStar Health: MedStar Health will open a major downtown outpatient center, 92,000-square feet between Dupont Circle and Foggy Bottom Metro at Lafayette Center sometime in mid-2016. This will be a central piece for expanding access to ambulatory care services.

MedStar Georgetown: MedStar Georgetown University Hospital has plans to start building a new surgical center next to the existing hospital in late 2016. The plan is to build a 477,000-square foot medical and surgical pavilion. The regulatory process is underway with a decision anticipated in the spring.

Adventist Healthcare: Adventist HealthCare has opened urgent care centers in the region. The Gaithersburg-based health-care system partnered with Centra Care, a leader in urgent care with 24 centers in Florida. The initial three centers are located in Germantown, Rockville and Laurel, Maryland.

**Paul A. Hagens, Jr., Named as HR Divisional Chair**

On January 20, 2016 Paul was introduced as the new chair person for the Human Resource Divisional Group of the Healthcare Council. Dennis Parnell’s term concludes in early 2016 and Paul has agreed to serve for next year leading the quarterly meetings. In addition, he will assist in coordinating the 2016 & 2017 Employee of the Year Awards Luncheon. Paul is looking forward to providing meaningful topics and speakers to each of the meetings and seeks input from HR Executives for subjects of interest.

Paul is Vice President, Human Resources of Doctors Community Hospital in Lanham, Maryland. In his role, he is responsible for all areas of employee relations, including labor, wages and benefits. Prior to joining Doctors Community Hospital, he served as the director of employee and labor relations at MedStar Washington Hospital Center where he developed policies, administered collective bargaining agreements, initiated employee morale strategies and provided comprehensive human resources training. Also, he has held the position of district human resources manager at Giant Food, Inc. for 30+ locations covering MD, VA and DC. Mr. Hagens earned a bachelor of science degree from Towson State University in MD and lives in Bowie, Maryland, with his wife and two children.

Please join the Council in welcoming Paul to the leadership of the HR Divisional Group. Past chairs include, immediate past, Dennis Parnell, Matt Lasecki and Manny Ocasio.

**Christopher Holmes Assumes Role as President, MASHMM**

January 1, 2016, after serving two years as president-elect, Chris has been named president of the MASHMM group. He succeeds Nicole Mazzi-Williams who has led the group for the last two years. In 2014 the Healthcare Council affiliated with MASHMM as the official Supply Chain Group and has been supporting the organization in their quarterly meetings.

Christopher is the Supply Chain Manager at Bon Secours Health System in Parkville, Maryland and has held the position since 2012. In his role he directs the Materials Management and Mailroom employees. He is responsible for developing strategic logistical methods for reducing supply costs while ensuring that medical staff has available resources to give appropriate care to patients. Prior to joining Bon Secours Health System he was Operations Manager of Supply Chain at the University of Maryland St. Joseph Medical Center in Towson, Maryland from 2008 to 2012.

His role during his time at St. Joseph was in managing inventory control of medical supplies and equipment in the Main Storeroom and Central Sterile Supply. Also, he managed the linen and laundry department that replenished textile stock for entire hospital and developed policies for the reduction of linen poundage. In addition, he was responsible for negotiating pricing and product utilization with key medical distributors and manufacturers. From 2006 to 2008 he served as IT Coordinator at Mercy Medical Center in Baltimore, Maryland managing systems database, training staff on MediTech, and trialing of medical supplies of vendors. Chris received his Master’s Degree in Urban Studies/Affairs and his Bachelor’s Degree in Political Science and Government from the University of Delaware. Chris lives in Towson with his wife and two children.

The Council is pleased to coordinate with Chris and his leadership team at MASHMM in their programming for 2016.
HCNCA Member, Immigration Forum is working with HCNCA Member, Asbury Methodist Village in Gaithersburg and Doctors Hospital in Lanham, MD

HCNCA Member New American Workforce Helps Businesses Provide Citizenship Services to their Employees at Work

New American Workforce, a project of the National Immigration Forum, is proud to be an allied member of the Healthcare Council of the National Capital Area. The National Immigration Forum is a non-profit based out of Washington, DC that has been in operation for over 30 years advocating for the value of immigrants to America. New American Workforce brings free citizenship assistance services to the worksite.

New American Workforce partners with businesses — including many hospitals and health centers — to offer citizenship assistance to their eligible employees at the worksite. As a non-profit organization, the program is completely funded by private foundations and donors to provide these services at no cost to partners.

Through the program, employees receive free informational assistance, deeply discounted legal assistance and optional English/Civics classes to become US citizens. Employees can conveniently access these services right where they work. Providing worksite citizenship services is a win-win for workers and businesses; it bolsters workforce loyalty and stability, aids in workforce retention and builds internal and external reputation.

New American Workforce has already partnered with 150 businesses and is currently active in eight cities across the country, including the Washington, DC metro area. A sampling of business partners in the health care field include HCNCA members Doctors Community Hospital and Asbury Methodist Village; as well as national partners Baptist Health Services, AltaMed and Palomar Health. We look forward to continuing to build partnerships with those who provide health care to our home city.

For more information about partnering with New American Workforce, contact Jennie Murray at jmurray@immigrationforum.org or (202) 383-5986 or visit our website at newamericanworkforce.org.

MEET OUR MEMBER: ADVENTIST UNIVERSITY OF HEALTH SCIENCES, FLORIDA HOSPITAL'S UNIVERSITY

Adventist University of Health Sciences (ADU) is a faith-based institution led by its mission to train healthcare professionals in the practice of Healthcare as Ministry. Graduates are educated according to the highest clinical and business standards, and deliver healing by caring for patients as a whole person – body, mind, and spirit.

The University is part of the healing ministry of the Seventh-day Adventist church, with almost 120,000 employees touching 10 million people a year in more than 79 hospitals, urgent care clinics, home-health agencies, long-term care facilities, and hospices in North America.

ADU’s online degrees are flexible, affordable with competitive tuition pricing, and fit any lifestyle. Currently, the University offers four online programs that can be taken anywhere.

Undergraduate

Bachelor of Science in Nursing (RN to BSN completion option)
• Complete in as few as 18 months
• Designed for the working RN

Bachelor of Science in Radiologic Sciences
• Complete in as few as 18 months
• Specific tracks in MRI or CT

Bachelor of Science in Diagnostic Medical Sonography
• Complete in as few as 24 months
• Designed for ARDMS, ARRT, or CCI registered sonographers

Graduate

Executive Master of Healthcare Administration (EMHA)
• Built for the working professional, complete in as few as 24 months
• No GRE or GMAT required
• Completely online, no travel to campus required

If you are interested in ADU’s online degree programs please contact:

Undergraduate Programs
Enrollment Advisor
1-888-768-6276

Graduate Program
Ruby.Gutierrez@adu.edu
407-303-7753

Visit us at: www.adu.edu

SHARED SERVICES

About National Capital Area Shared Services

National Capital Area Shared Services (NCASS) is a regional GPO, a wholly-owned subsidiary of the Healthcare Council of the National Capital Area (a non-profit association of providers in Maryland, Virginia and the District of Columbia). It has documented hundreds of millions in savings and cost containment since 1972. NCASS joined the Premier healthcare alliance as a group affiliate in 2008 and signed with Yankee Alliance as a collaborative member in 2013.

DID YOU KNOW?

For healthcare professionals, time seems to be the biggest obstacle in the way of achieving their goals. Taking a few moments to commit to some coping strategies now may pay off in the long run. Here are five New Year’s Resolutions for healthcare professionals to employ in 2016:

Make a commitment to seeing the possibilities in my organization’s health IT infrastructure
Volunteer to make improvements or share suggestions when I see problems
Learn to delegate where I can
Learn to collaborate across my organization
Take some time to self-assess and avoid burnout

-By Jennifer Bresnick, HealthITAnalytics

HEALTHCARE COUNCIL OF THE NATIONAL CAPITAL AREA

CENTERPARK II - FIRST FLOOR 4061 POWDER MILL RD, STE 100 CALVERTON, MD 20705 PH: 301-731-4700
Prostate cancer is the second-most common cancer among men, after skin cancer, with some 220,000 cases diagnosed in the U.S. The study found a benefit in men after diagnosis but no effect on whether they developed the disease to begin with.

Did You Know?

Regular Use of Aspirin May Lower Men’s Risk of Advanced Prostate Cancer:

The study found a benefit in men after diagnosis but no effect on whether they developed the disease to begin with.

Prostate cancer is the second-most common cancer among men, after skin cancer, with some 220,000 cases diagnosed in the U.S. last year, according to American Cancer Society estimates. About 27,500 men died of prostate cancer in 2015.

~The Wall Street Journal, Ron Winslow and Melinda Beck

Did You Know?

In the United States

Over 30,000 people are killed in crashes each year. Motor vehicle crashes are a top 10 cause of death among people aged 1–54. In 2013, crash deaths resulted in $44 billion in medical and work loss costs.

Motor vehicle crashes are preventable. More can be done to prevent crashes and reduce injuries, and state-level changes are especially effective. In Maryland costs related to crashes each year are as follows:

$6 Million (Medical costs) + $684 Million (Work loss costs) = $690 Million (Total cost of crash-related deaths in Maryland in one year)
**Council Vision:** “To meet the challenges of tomorrow by working together today”...and thereby to facilitate the care of the sick and to promote education and prevention programs that ensure healthier communities.

**Mission Statement:** The Council’s mission is to promote and facilitate activities that result in the best quality of care to the sick and injured. The aim of the Council and its wholly-owned subsidiary, National Capital Area Shared Services, Inc., is to serve its membership in the development and promotion of programs and services that will enhance the members’ ability to operate their organizations economically and successfully with integrity and competency.

“The Council”: The Healthcare Council of the National Capital Area, Inc. is an organization of Providers of Care consisting of hospitals and allied health care facilities located in Maryland, Virginia and Washington, DC. The purpose of the Council is to provide for members “strategic and business advantages” that no single institution or system can efficiently or economically develop alone. Council activities are implemented through a structure consisting of the Chairmen of the Boards and the Chief Executive Officers of our member organizations. Divisions of specific activity have been formed to carry on the ever changing tasks at hand. These divisions develop information and improve performance using cooperative networking, meetings, surveys, group discussion and analysis and continuing education programs.

**“The best way to find yourself is to lose yourself in the service of others.” – Mahatma Gandhi**