



HCE Annual Conference 2013

From Strategy to Sustainability:

What's Next for Healthcare Leaders?

- **Featuring Industry Expert Speakers**
- **Receive Six Face-to-Face Credits**
- **Complimentary Breakfast and Lunch**
- **Free Parking**

Tuesday, December 3, 2013
7:30 am-5:00pm
The California Endowment
1000 N. Alameda Street
Los Angeles, CA 90012

Annual Conference 2013



PROGRAM:

7:30 AM to 8:30 AM

Registration · Breakfast · Networking

8:30 AM to 8:45 AM

Yosemite Room

Opening Remarks by:



- **Tom Dougherty, FACHE**
President and CEO, Healthcare Innovators, President, Health Care Executives, Southern California Chapter ACHE



- **Kim Athmann King, FACHE**
President and CEO, Strategy Advantage, Inc., ACHE Regent-Southern California, HCE Immediate Past President



- **Richard D. Cordova, FACHE**
President and CEO, Children's Hospital Los Angeles, Governor, ACHE

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PROGRAM:

8:45 AM to 10:15 AM

Yosemite Room · Panel Discussion

Drivers of Change Impacting Delivery of Care



Moderator:

- Carol J. Geffner, Ph.D.
President, Newpoint Healthcare Advisors



Featured Speakers:

- Herb K. Schultz
Regional Director, U.S. Department of Health and Human Services, Region IX
- Anish P. Mahajan, MD, MS, MPH
Director of System Planning, Los Angeles County Department of Health Services
- Nicholas Yphantides, M.D., M.P.H.
Chief Medical Officer, County of San Diego Health and Human Services

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PROGRAM:

10:30 AM to Noon

Yosemite Room - Panel Discussion

Shifting Trends in the Healthcare Workforce

Moderator:

- Ernest Urquhart
President, Urquhart Consulting



Featured Speakers:

- Dr. Michael Nichol
Professor of Health Policy, Director of Graduate Health Programs, USC Price School of Public Policy
- Jim Lott
Vice President, External Affairs and Talent Development, COPE Health Solutions
- Lori Curry
Former Chief Talent Officer, Providence Health and Services



From Strategy to Sustainability:

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PROGRAM:

10:30 AM to Noon

Mojave Room - Breakout Session

Working Better-Together

Seating is limited. Register upon your arrival as pre-registration is not available.



Featured Speakers:

- Kevin Buck
Principal, Emergent Success Inc.



- Michael Hunn
Senior Vice President, Regional Chief Executive,
Providence Health and Services, Southern California

PROGRAM cont.:

Noon to 12:30 PM

Break - Networking

12:30 PM to 1:30 PM

Annual HCE Luncheon and Awards Ceremony
Yosemite Room

From Strategy to Sustainability:

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PROGRAM:

1:30 PM to 3:00 PM

Yosemite Room - Panel Discussion

Making I.T. Happen: Access, Trends and the Future

Moderator:

- Arnold R. Schaffer
President and CEO, Mobius Healthcare Consulting



Featured Speakers:

- Dr. Sajjad A. Yacoob
Chief Medical Information Officer, Children's Hospital Los Angeles
- Cindy Peterson
Vice President, Chief Information Officer, Henry Mayo Newhall Memorial Hospital Southern California
- Lisa Rosenkoetter
Director, Client Development Sales, Cerner



PROGRAM cont.:

3:00 PM to 3:15 PM

Break - Networking - Refreshments

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PROGRAM:

3:15 PM to 4:45 PM

Yosemite Room - Panel Discussion

Integrating the Principles of Patient-Centered Care



Moderator:

- Dr. John Wong
Senior Medical Director, Health Essentials



Featured Speakers:

- Josh Luke, Ph.D.
Vice President, Post-Acute Services, Torrance Memorial Health System
- Dr. Nasim Afsar-manesh
Associate Chief Medical Officer, UCLA Hospitals
- Patricia Blaisdell
Vice President, Post-Acute Services, California Hospital Association
- Sandy Robertson, RN, MSN
Patient Centered Care Chief, VA Greater Los Angeles Healthcare System



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Student's Perspective

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PROGRAM:

3:15 PM to 4:45 PM

Catalina Room · Breakout Session

ACA Pre- & Post- Government Shutdown

Seating is limited. Register upon your arrival as pre-registration is not available.

Host:

- HCE Student Council:



- Featured Speaker:



Steven Goby,
Associate Counsel, L.A. Care Health Plan

PROGRAM cont.:

4:45 PM to 5:00 PM

Networking · Close, Yosemite Room

From Strategy to Sustainability:

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PROGRAM:

Ongoing Cabrillo Room · Career Development Session

Resume Review

Schedule is limited. Register upon your arrival as pre-registration is not available.

HCE Annual Conference 2013
Bring Your Resume!

Host:

- HCE Board and other Executive Members
Research shows that recruiters only spend an average of 6.25 seconds looking at a candidate's resume before deciding whether he or she is a fit for a job. Make those 6.25 seconds count! and learn from your healthcare executive colleagues by getting your resume reviewed.



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HCE 2013 Annual Conference Committee

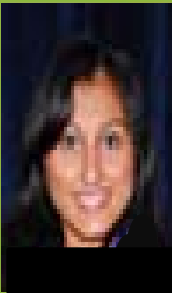


Health Care Executives of Southern California extends deepest appreciation to all who helped with production of the 2013 HCE Annual Conference including:

Rolando Gomez, Manager Government and Public Policy, Children's Hospital Los Angeles, HCE 2013 Annual Conference Committee



Mark Maramba, Systems Administrator, MCO at PIH Health Physicians, HCE 2013 Annual Conference Committee



Elizabeth Navarro, Contract Analyst, PIH Health Hospital – Downey, HCE 2013 Annual Conference Committee



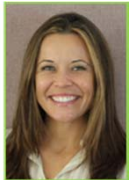
Danielle Robey, Director, RightSourcing Inc., HCE 2013 Annual Conference Committee



Ellen Zaman, FACHE, Director Community Affairs - Government and Public Policy, Children's Hospital Los Angeles, HCE Board Member, HCE 2013 Annual Conference Committee

HCE Marketing/Events Coordinators

- Tamara Dilbeck
- Erika Soqui



From Strategy to Sustainability:

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Tom Dougherty, MBA, FACHE
President and CEO, Healthcare Innovators
President, Health Care Executives, Southern California Chapter ACHE

Mr. Dougherty is a healthcare executive with more than 30 years of experience in senior leadership roles for healthcare systems, hospitals, health plans, skilled nursing facilities, home health, and hospice. He has expertise in health care operations and integration, strategic planning, healthcare reimbursement, and health care financial management.

Mr. Dougherty has played key roles in the turnarounds for hospital and post-acute service organizations. He has been administrator for acute care and psychiatric hospitals; and post-acute facilities. His experience includes operational review; performance standards and operational metrics; analysis of financial viability; and process changes for improved performance for organizations charged with population management. He has worked for health systems in Mexico, Ohio, Texas, and California. He has led teams on multi-million dollar projects for the evaluation, installation, and implementation of business enterprise systems; new healthcare services; and advanced healthcare technology.

Mr. Dougherty is a graduate of Xavier University of Cincinnati; has a Masters in Business Administration from the University of Phoenix, and is board certified in healthcare management as a Fellow of the American College of Healthcare Executives (FACHE). Mr. Dougherty is the 2013 President of Health Care Executives of Southern California, the 1,200 member local chapter, of the American College of Healthcare Executives (ACHE).

From Strategy to Sustainability:

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Kim Athmann King, FACHE
President and CEO, Strategy Advantage, Inc.
ACHE Regent-Southern California, HCE Immediate Past President

Strategy Advantage is a healthcare business strategies company, a boutique firm that is a strategic projects partner to a select set of hospital, health system, and medical group clients. Kim Athmann King is the firm's founder, president, and principal consultant. With more than two decades of healthcare industry experience — both within health systems and as a strategic projects executive partner — she is a healthcare business strategy specialist, understands the delicate balance between ideas and execution, and applies her expertise to help future-focused organizations drive real growth in healthcare. Kim's commitment to guiding clients through every step of the journey from strategy conception to completion is at the heart of Strategy Advantage's action-driven work. She is a healthcare visionary who sees the potential for tomorrow's opportunities — and has the technical experience and cross-over charisma to work side-by-side with C-Suite leaders, physicians, and others to accelerate strategy and drive execution.

A consultant and facilitator for more than ten years, Ms. King started her boutique healthcare strategies practice in 2002, joined Kaufman Hall as a Senior Vice President/ Strategy Services from 2007 to 2009, and then transitioned again to further build her practice in 2010. Additionally, she was a healthcare executive for more than five years at California-based Cedars-Sinai Health System in Los Angeles and for seven years at Saint Agnes Medical Center in Fresno. Her client engagements include board and management strategic retreats, organization-wide strategic plans, growth strategy roadmaps, and long-term vision scenario planning. She has led many other strategic project engagements, including service line business plans, care model development, business and program planning, new ideas prototype development, and vision and strategic roadmap development. Her client portfolio includes Children's Hospital Los Angeles (Los Angeles, CA), Cedars-Sinai Medical Group (Los Angeles, CA), Sutter Health System (Sacramento, CA), MultiCare Health System (Tacoma, WA), Keck Medical Center of USC (Los Angeles, CA), Summa Health (Akron, OH), St. Joseph Health System/ Mission Hospital (Laguna Beach, CA), Community Health Network (Indianapolis, IN), Loyola Medicine (Chicago, IL), University North Texas Health Science Center (Forth Worth, TX), and others.

Ms. King is a Fellow of the American College of Healthcare Executives (FACHE), was the 2011 and 2012 President of Health Care Executives of Southern California (HCE), and is currently the Regent-Southern California of the American College of Healthcare Executives (ACHE). She received her MBA from California State University/ Fresno and her bachelor's degree from St. Cloud State University in Minnesota. She is currently pursuing an innovation and entrepreneurship professional certificate at Stanford University. In addition, she is a frequent speaker and writer on healthcare strategy, business development, healthcare trends, and healthcare ideas and innovation for national and local healthcare professional organizations and conferences; and has provided dozens of guest presentations for USC, UCLA, California State University, and other Southern California MBA or MHA programs and students.

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Richard D. Cordova, FACHE
President and CEO, Children's Hospital Los Angeles
Governor, ACHE

Richard D. Cordova joined Children's Hospital Los Angeles in 2005, after more than three decades of accomplishment as a healthcare executive at hospitals and healthcare systems in California. Before coming to Children's Hospital, he was President of the Southern California Region for Kaiser Permanente where he guided a three million member Health Plan and Health Care Network of eleven hospitals and 52 medical office facilities.

Mr. Cordova serves on the board of the California Children's Hospital Association (CCHA) and served as its chair for 2011-2012. He currently serves on the board of trustees and executive committee of the California Hospital Association (CHA). Mr. Cordova serves on the Board of the Hospital Association of Southern California. He also serves on the Board of Virtual PICU Systems, LLC. Mr. Cordova has served on the Boards of the Child Health Corporation of America and the National Association of Children's Hospitals and Related Institutions (NACHRI).

He is a founding member and first chair of the National Forum for Latino Healthcare Executives; past-chair of the Institute for Diversity in Health Management, a nonprofit organization that works closely with healthcare organizations and educators to expand leadership opportunities for ethnic minorities in health services management. Mr. Cordova serves on the Board of ThinkCure, the official charity of the Los Angeles Dodgers.

Mr. Cordova was selected one of America's "Top 100 Most Influential Hispanics" by Hispanic Business magazine in October 2005; he was named one of "The 100 Most Powerful People in Healthcare" by Modern Healthcare magazine in August 2006; and he was selected one of the "Top 25 Minority Executives in Healthcare" by Modern Healthcare magazine in April 2008 and 2010. Mr. Cordova was also selected "CEO of the Year" by the Los Angeles Business Journal in April 2011. He received a bachelor's degree in business administration from California State University at Los Angeles in 1972, and an MBA from the Graziadio School of Business and Management at Pepperdine University in 1984. He completed a PEW Fellowship at the National Association of Public Hospitals and Health Systems in 1987.

Mr. Cordova is a Fellow of the American College of Health Care Executives (FACHE) and serves as a governor on the Board of Governors.

From Strategy to Sustainability:

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Carol J. Geffner, Ph.D.
President
Newpoint Healthcare Advisors

Carol Geffner has a recognized track record of building and transforming businesses and senior leadership teams that are seeking growth and revitalized competitive positioning. Carol has more than two decades of executive leadership and consulting experience working with a broad range of corporate clients including Fortune 500 companies, global professional service firms, entrepreneurial ventures and nonprofit entities.

Carol has led businesses and divisions ranging from \$3 million to \$200 million in size for privately held companies in a variety of industries, including healthcare and media. Her specialties include strategy development and execution, major systems implementation, business process improvement and large-scale transformation.

Prior to Newpoint Healthcare Advisors, Carol was Co-Founder and CEO of ArpeggioHealth, a national healthcare management consulting firm focused on strategic growth and alignment for hospitals, senior living corporations and managed care organizations. Carol led Arpeggio's strategy practice, which focused on planning, strategy execution and large-scale transformation of health systems, including integrated delivery systems, insurance companies, public policy institutions and governmental agencies.

In prior executive positions, Carol served as President, Shared Services, for a \$1.8 billion integrated newspaper and media company and led operations for purchasing, risk management, marketing and communications, and human resources. She was also the executive in charge of Information Technology. In a prior capacity, Dr. Geffner developed and led the first organizational consulting practice for a \$400 million global professional services firm.

Carol has held faculty positions at the Peter F. Drucker and Masatoschi Graduate School of Management at Claremont Graduate School and Chapman University. She has served on the Board of United Way of Orange County and the Ralph Leatherby Center for Entrepreneurship at Chapman University.

Carol earned a Ph.D. from Claremont Graduate University, an MPA from the University of Southern California, and an undergraduate degree from the University of Toronto.

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Herb K. Schultz
Regional Director
U.S. Department of Health and Human Services (HHS)
Region IX

Herb K. Schultz was appointed by President Barack Obama on April 6, 2010 to serve as Regional Director of the U.S. Department of Health and Human Services (HHS), Region IX. Region IX includes the states of Arizona, California, Nevada, Hawaii, the territories of American Samoa, Commonwealth of the Northern Marianas Islands, and Guam, as well as the island nations of the Federated States of Micronesia, Republic of Marshall Islands, and the Republic of Palau. Region IX includes 160 federally recognized Tribal Nations. In this role, he serves as HHS Secretary Kathleen Sebelius' key representative in the Region, ensuring that close contact is maintained by the federal government with state, local, tribal, and territorial governmental officials on a wide range of health and social service issues. Additionally, he also works extensively with external, non-governmental individuals and organizations. The HHS Secretary's 10 Regional Directors and Regional Offices work actively to address the needs of communities and individuals served through HHS programs and policies.

HHS Secretary Sebelius, in announcing Mr. Schultz's appointment, said: "Herb Schultz brings an extensive, working-level knowledge of our department's most important issues, as well as a knowledge of the people and institutions in Region IX. His experience and talents will be invaluable as our department works to effectively implement the Patient Protection and Affordable Care Act."

In addition to serving as Regional Director, Mr. Schultz serves as Chair of the Federal Regional Council, the only regional consortium of its kind, composed of nineteen separate federal Departments and Agencies representing thirty different program offices in Region IX. The work between these federal partners serves to make federal programs more efficient and effective in serving the public.

Previously, Mr. Schultz was Senior Advisor to Governor Arnold Schwarzenegger and was the Director of the California Recovery Task Force. In that role, he was responsible for the oversight and implementation of the American Recovery and Reinvestment Act of 2009. As Senior Advisor to the Governor from 2008-2010, he represented the Governor on major domestic policy issues, which included serving as a principal advisor on health care reform. Previously, he served as the Senior Health Policy Advisor to the Governor during California's 2006-2008 state debate on comprehensive health care reform.

From 2005-2006, he served as Vice President of Government Programs for McKesson Health Solutions, where he oversaw the company's disease management and nurse advice programs for Medicaid and Medicare beneficiaries. During the first year of Governor Schwarzenegger's Administration, Mr. Schultz served as Acting Director of the California Employment Development Department.

Mr. Schultz also previously served as a member of former Governor Gray Davis' Cabinet as Acting Secretary for the Labor and Workforce Development Agency. He served as the Agency's Undersecretary before his Cabinet-Level appointment, and remained in both roles until the end of the Davis Administration. Prior to that, he was Deputy Director of External Affairs for the California Department of Managed Health Care, and served as Director of the Advisory Committee on Managed Health Care.

Mr. Schultz received his BA in Political Science and International Studies from The American University in Washington, DC and has a Masters Degree in Public Policy from Georgetown University, also in Washington, D.C.

From Strategy to Sustainability:

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Anish P. Mahajan, MD, MS, MPH
Director of System Planning, Los Angeles County Department of Health Services

Anish Mahajan is Director of System Planning for the Los Angeles County Department of Health Services (LACDHS). With an annual budget of over \$3.5 Billion, LACDHS is the country's 2nd largest public health care system and provides services to over 600,000 unique individuals each year within its directly operated hospitals and ambulatory care centers. At LACDHS, he supervises multiple units including the Office of Planning & Data Analytics, Enterprise Health Information Management Division, Supply Chain Operations, Audit & Compliance Division, and the system's participation in the Medicaid Section 1115 Waiver Delivery System Reform Incentive Pool (DSRIP) Program. He is executive sponsor for LACDHS' new Enterprise Patient Data Repository, a \$23M engagement with Oracle Corporation to build a system-wide data warehouse of clinical, operational, and financial information that will provide the data infrastructure to enable key reporting and analytics. Anish is also an internist and Adjunct Assistant Professor in the Division of General Internal Medicine and Health Services Research at UCLA. From 2009 to 2010, he served as a White House Fellow in the Office of Management and Budget, where he worked on health reform, the President's Global Health Initiative, and other health policy strategy and regulation. Anish received a B.A. in Public Policy and M.D. from Brown University. He also earned a M.P.H. in International Health from Harvard School of Public Health and M.S in Health Services from UCLA. From 2006 to 2009, he was a Clinical Scholar in the Robert Wood Johnson Foundation Clinical Scholars Program at UCLA.

From Strategy to Sustainability:

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Dr. Nick Yphantides MD, MPH
Chief Medical Officer
San Diego County

Dr. Nick Yphantides (ee-fan-tee-dees) MD, MPH is an advocate for those in his community who need it the most. For nine years, Dr. Nick served as Chief Medical Officer of one the largest network of Community Clinics in San Diego County. Ultimately he took his advocacy into politics serving as the publicly elected Chairman of the Board for Palomar Health, the largest Public Hospital District in California. Dr. Nick was known in San Diego as a big man with a huge heart and is proud of the fact that he has never seen a patient with private insurance in his life!

Twelve years ago, Dr. Nick temporarily retired from all of his job commitments to address his own personal health needs. Over the course of a year he drove 38,000 miles, visiting every state in America, and in the process achieved an enduring transformation of his personal health.

His life story has been featured in People Magazine, Reader's Digest, Washington Post, New York Times and on CNN, Fox News, Discovery Channel and even in the National Enquirer!

As a result of his personal health transformation he now advocates for population health transformation. He is currently advocating with the many others in the community who also have a struggle with their personal health and fitness. He serves as the Chief Medical Officer for San Diego County. He is also the Founding Co-Chair of San Diego County's Childhood Obesity Initiative. In the past he served as CMD of the Council of Community Clinics and also serves on the boards of several charitable, university, faith based and community service organizations.

Dr. Nick is a cancer survivor, has been to as many countries as he is old and is always willing to lend a helping hand where it is needed the most. His daughters Veronique and Zoe are the joys of his life. They make their home in Escondido, California.

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Ernest (Ernie) H. Urquhart
President
Urquhart Consulting

Ernie is President and Independent Consultant of Urquhart Consulting based in Scottsdale AZ serving clients nationwide. He is a vision and values based executive coach who works with individuals for professional development as they transition through her/his chosen career path. He is the former Senior Vice President and Chief Human Resources Officer at Catholic healthcare West (now Dignity health) based in San Francisco, CA. In that role he was the leader responsible for creating and leading implementation of effective human resources strategies for over 50,000 employees of this integrated health care system, at 40 facilities in California, Nevada and Arizona. Prior to Dignity Health he had a successful leadership career across various industries for organizations such as Exxon, Johnson & Johnson, and Harcourt, Inc.

Since 2010, through Urquhart Consulting, Ernie is dedicated to working with clients to envision and empower their personal and professional career progression. He does this work with the quality and passion that characterized his own successful corporate and career journey. Typically clients are ambitious and talented mid- career to C-suite level executives who feel coaching and mentoring is part of their professional growth and development.

From Strategy to Sustainability:

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Dr. Michael B. Nichol
Director, Graduate Health Programs, USC Price School of Public Policy
Professor of Health Policy
Research Fellow, Leonard D. Schaeffer Center for Health Policy and Economics

Dr. Nichol began his health care career as a health planner with the Oregon State Health Planning and Development Agency. He became planning director, associate director, and then executive director of the Western Oregon Health Systems Agency, between the years of 1978 and 1984. During his tenure as executive director, the Agency developed the first physician-specific fee guide, which was distributed to the general public. In addition, the Agency sponsored multiple public hearings as a part of the Oregon Health Decisions project, which resulted in a set of health priorities for the Oregon Medicaid program.

While directing the Department of Pharmaceutical Economics and Policy, Professor Nichol developed the Master of Science in Pharmaceutical Economics and Policy, which has become one of the premier graduate degrees in the field. He has served on a number of national boards and committees, including the National Commission on Quality Assurance Cardiovascular Work Group, the National Quality Forum's National Voluntary Consensus Standards for the Reporting of Therapeutic Drug Management Quality Education and Adherence Technical Advisory Panel, the Agency for Healthcare Research and Quality (AHRQ) Healthcare Systems Research Study Section, and a study section for the Patient Centered Outcomes and Research Institute (PCORI). Professor Nichol was President of the USC Faculty during the 2008-2009 academic year.

In addition to his present appointment as Professor of Health Policy, Dr. Nichol directs the Graduate Health Programs at the Price School of Public Policy. This program includes the Master in Health Administration and the Executive Master in Health Administration. In the last two years, both the MHA and the EMHA have been re-designed to create clear outcomes for student performance and career attainment. Dr. Nichol is also Professor of Pharmaceutical Economics and Policy in the School of Pharmacy.

Professor Nichol maintains an active research program enabled by federal and corporate grants. He has published more than 250 peer-reviewed articles and abstracts on a variety of health topics. He regularly consults for pharmaceutical and health insurance companies, as well as large physician groups within California.

From Strategy to Sustainability:

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Jim Lott
Executive Vice President, External Affairs and Talent Development
COPE Health Solutions

Jim Lott is the executive vice president of COPE Health Solutions, a nonprofit health care consulting firm based in Los Angeles. He was formerly an EVP with the Hospital Association of Southern California, where he was responsible for health care policy development, advocacy, and association communications for hospitals serving Los Angeles, Orange, San Bernardino, Riverside, Santa Barbara, and Ventura Counties.

Jim is the California State Senate appointee to the Citizens Financial Oversight Committee for the state's stem cell program; he serves on the board of the Insure the Uninsured Project and the editorial board of Payers and Providers; and he teaches health policy and operations courses at California State University, Long Beach.

Prior to his move to Los Angeles, he served a five-year stint as the president and chief executive officer of the Hospital Council of San Diego and Imperial Counties, a trade association representing the hospitals and health systems in the southern-most region of California.

Prior to San Diego, Jim served for nine years as staff director and chief consultant to the Senate Committee on Health and Human Services of the California Legislature. He also held various administrative, policy development and advocacy positions with the Los Angeles County Health Department over a six-year period.

Jim received his undergraduate education at Cal State L.A. and his MBA degree from the University of Redlands.

Because of his extensive and productive history in influencing health policy in California, and because of the numerous articles he has written on the subject, Jim is a sought after source for political commentary and analysis of current health policy issues.

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Lori Curry
Former Chief Talent Officer
Providence Health & Services

Lori Curry has worked in leadership roles in healthcare human resources for the past 25+ years. She is known for her humble, transparent and approachable style. She started her career with Samaritan Health System (now Banner Health) in Phoenix, Arizona, having the opportunity to work in progressively responsible roles in all of the Banner hospitals in the Arizona Region.

After 20 years, and many wonderful opportunities, Ms. Curry left Banner and moved to the Bay Area where she consulted with several Kindred Hospitals up and down the west coast, while also serving in an interim HR leadership role at Scripps Health. Upon leaving Scripps, Ms. Curry joined Stanford Hospital and Clinics as the VP of Human Resources in partnership with the VP of Human Resources for Lucile Packard Children's Hospital. In 2009, Ms. Curry moved to Los Angeles to serve as the Chief HR Officer for the Southern CA region of Providence Health & Services until 2011 when Providence made the decision to move to a single HR structure for the entire System. As a result, Ms. Curry took a system role for Providence in Renton, WA serving as the Chief Talent Officer for the 64,000 employee organization in five states.

Ms. Curry's greatest passion as a Human Resources leader is that of creating a culture of service where employees feel valued and cared for so that they in turn, will provide excellent care for the patients and families that are served. Additionally, Ms. Curry has become increasingly aware of the need for HR leaders to make talent management a major focus, given the impact of healthcare reform and the number of leaders who are eligible to retire. Ms. Curry conducted a study of several organizations that are Talent Management leaders and then put together a report and recommendations for her organization to improve their talent management systems and structures. She believes that it is critical that HR leaders are helping to identify and prepare the next leaders of the future.

Ms. Curry has recently left her role with Providence in order to spend more time with her husband in Los Angeles, her three sons and twin grandbabies in the Bay Area and her ailing mother in Phoenix.

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Arnold R. Schaffer
President & CEO, Mobius Healthcare Consulting

Arnold R. Schaffer serves as the President & CEO of Mobius Healthcare Consulting, a firm he established in early 2013. Mobius specializes in strategic planning, tactical execution including operational "turn-arounds", network development for accountable care and corporate integration (strategic, organizational and cultural).

Prior to forming Mobius, Mr. Schaffer served in numerous roles in Providence Health & Services. Starting in 2002 as the Chief Executive of the San Fernando Valley service area, he was subsequently promoted during his tenure to the California Regional COO, the California Regional CEO, SVP of Regional Operation for Alaska, Washington, Montana and California before serving in his final role as PH&S Executive Vice President for the newly formed Affiliation between Providence and Swedish Health Services in 2012.

Schaffer possesses a depth of strategic and management experience nation wide. Schaffer held executive positions in Universal Health Services for 13 years prior to serving as CEO of several Tenet facilities and serving as an executive with Catholic Healthcare West (Dignity Health). He served as 2009 Chairman of the Board of the California Hospital Association, the statewide leader representing the interests of hospitals and health systems in California. CHA includes nearly 450 hospital and health system members. He was also was the Chairman of the Board of the Hospital Association of Southern California in 2005, a health care trade and advocacy group representing more than 170 hospitals in the Southland.

Schaffer was raised in Chicago, Illinois, and attended Northern Illinois University where he received a Bachelor's of Science Degree in Management in 1977. He received his Master's of Science Degree in Health Care Administration from Trinity University, San Antonio, in 1979.

From Strategy to Sustainability:

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Dr. Sajjad Yacoob
Chief Medical Information Officer
Children's Hospital Los Angeles

Born in India and raised in southern California, Dr. Sajjad Yacoob received his Bachelor of Sciences in Biology from UCLA where he graduated cum laude with Departmental Highest Honors in 1985. He went to the east coast when he was accepted to the Albert Einstein College of Medicine in the Bronx, New York in 1987 and graduated there in 1991 with his medical degree. He came back to LA and completed his internship and residency in Pediatrics at Children's Hospital Los Angeles from 1991 to 1994. He subsequently was chosen as one of two CHLA Chief Residents in 1994-1995. He continued his work at CHLA as an attending physician in the division of General Pediatrics starting in 1995. He has ward attending responsibilities on inpatients and maintains an active outpatient practice at AltaMed Health Services clinic at Children's Hospital Los Angeles. Dr. Yacoob was the director for the Keck School of Medicine of USC Pediatric Clerkship from 1997-2012. Since July of 2011 he has served as the Assistant Dean for Student Affairs at the USC Keck School of Medicine where his duties include career guidance and student counseling. He is actively involved in the hospital's pediatric residency program, RN residency education, and hospital wide patient safety and quality initiatives. Dr. Yacoob is actively involved with and sits on numerous hospital and medical staff committees. He chairs the hospital's Medical Record Committee and the Clinical Information Technology Portfolio Committee.

His interests include child safety, medical informatics, medical education and quality improvement/patient safety/patient satisfaction.

He has been recognized for his involvement in education, teaching and clinical care with numerous awards including:

- Four time recipient of the Philip E. Rothman Memorial Teaching Award at CHLA
- Four time recipient of the Keck School of Medicine of the University of Southern California Teaching award
- The first recipient of the Barbara Korsch Excellence in Medical Education Award (CHLA)
- Recipient of the Arnold P. Gold Humanism in Medicine award (Keck School of Medicine)
- Recipient of Top Doctors of Pasadena award 2010 and 2013
- Recipient of the esteemed distinction of *Master Teacher* at the Keck School of Medicine 2001
- 2012 University of Southern California Provost Prize – Teaching with Technology

Primarily, Dr. Yacoob is the Chief Medical Information Officer at CHLA (since 2007) and has been the physician champion for the KIDS (Knowledge Information Decision Support) Clinical Information System at CHLA. His involvement as physician champion for the KIDS system (a comprehensive electronic medical record) included visioning and designing the system as well as facilitating house wide adoption. He was instrumental in the implementation of KIDS in 2004 and has continued as a vital champion by improving and enhancing its use in clinical care. He has guided the hospital's EMR to a HIMSS level stage 4.371. Currently he is heading up the hospital's effort to expand the EMR into the ambulatory clinics as he co-chairs the CHLA Ambulatory EHR committee. He has been an invited speaker nationally and internationally on the topics of information technology, patient safety and quality care, physician adoption and future visioning of digital technology in healthcare.

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Cindy Peterson
Chief Information Officer, Vice President
Henry Mayo Newhall Memorial Hospital Southern California

Cindy Peterson has over 25+ years experience in Healthcare Information Systems and Technology. She currently holds the title of Vice President/Chief Information Officer at Henry Mayo Newhall Memorial Hospital in Southern California. Henry Mayo is a 238 bed community facility with a variety of inpatient and outpatient service lines. This facility has been awarded "Most Wired Hospital" and just received Stage 6 certification from HIMSS. Went live with full house GPDE, Physician Documentation and electronic Medication Reconciliation on October 15th, 2013. Over the past five years her team has implemented a comprehensive system replacement with a state of the art infrastructure and has achieved very successful outcomes. She leads Information Systems, Communications, Network Support, BioMed, and Informatics. Prior to Henry Mayo she was the Regional CIO for Adventist Health and supporting five hospitals in Southern California. Her key to success has been leading organizations through system implementations focusing on operational performance improvements and efficiencies within the department and facility.

Current Organizational Involvement:

- Member of CHIME (College of Healthcare Information Management Executives)
- Member of the Southern California CIO's (CHIEF) group
- Senior Member of HIMSS (Health Information Management System Society)
- Advisory Council Member for Medicity
- Member of AT & T Healthcare Executive Advisory Council (HEAC)
- Education Chairperson for Heath Connect.

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



Lisa Rosenkoetter
Director, Client Development Sales
Cerner

Lisa Rosenkoetter, director, Client Development Sales, is responsible for expanding Cerner's client base in the Southwest region of the U.S. (Arkansas, Texas, Oklahoma, Arizona, New Mexico and Southern California)

Rosenkoetter is responsible for executing the regional business plan and develops and nurtures sales talent through formal and informal training.

Rosenkoetter joined Cerner in 2003 as a Client Representative supporting current and new Client relationships in the Midwest. She supported new business for the State of Texas from 2006 to 2010 and has spent the last three years as a Leader within the Client Development Organization.

Lisa regularly supports broader organizational efforts around Cerner's structure and market strategy and is particularly active in Cerner's Professional Development programs.

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



Dr. John Wong
Senior Medical Director
Health Essentials

John Wong, MD has recently joined Health Essentials, a full-service organization that has been providing care to the frail elderly population in California, Arizona and Nevada since 1996. Their family of companies includes a physician-led medical group, three Medicare-certified and CHAP-accredited hospices, pharmacy services and a durable medical equipment provider. By offering all services under one organization, Health Essentials provides its partners and patients with a complete approach to care that is well-coordinated. Sites of service include skilled nursing facilities and home settings. Dr. Wong serves as a Senior Medical Director with oversight of clinical care and quality for the medical group and hospice companies. He is board certified in Internal Medicine and Hospice & Palliative Medicine.

Previously, Dr. Wong was a Lead Physician for Skilled Nursing Care with HealthCare Partners, a multispecialty group based in Southern California. His team provided patient care in skilled nursing facilities as part of the continuum of care serviced by the inpatient hospitalists. During this time he also served as a Medical Director of a hospital-affiliated transitional care unit.

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



Dr. Josh D. Luke, FACHE
Vice President, Post Acute Services
Torrance Memorial Health System

Dr. Josh D. Luke has more than ten years senior healthcare operations experience, including eight years as a hospital CEO. Most recently he was instrumental in implementing Total Wellness Torrance (TWT), an innovative re-admission prevention protocol for Torrance Memorial Health System. TWT includes a unique Emergency Department triage system that quickly evaluates re-admit candidates in the ED to confirm compliance and utilization of previously offered post-acute transitional services, while seeking alternative levels of care for the patient to prevent un-necessary re-hospitalization. TWT also includes development of a Post Acute Network of SNF's, a Transitional Care Program and protocols for ambulance/transportation companies as well.

Dr. Luke has experience in for-profit and not-for-profit hospitals, acute rehab hospitals, sub-acute, TCU, SNF and assisted living facilities. He previously served as CEO for Western Medical Center in Anaheim and HealthSouth Las Vegas Rehab Hospital, as well as an Executive Director for Kindred. He has Lean Six Sigma Black Belt training and is a Fellow with The American College of Healthcare Executives. He is an expert in dual eligible coverage (Medi/Medi) having served as Chair for Cal Optima's Provider Advisory Committee in 2011-2012, as an Executive Board Member for HASC (Hospital Assn. of Southern Calif.) in 2011 and is a licensed SNF and RCFE Administrator. He previously served on the HASC Board of Directors in 2011.

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



Dr. Nasim Afsar-manesh
Associate Chief Medical Officer UCLA Hospitals
Assistant Clinical Professor, Medicine & Neurosurgery
Executive Director of Quality and Safety, Medicine & Neurosurgery

Nasim Afsar-manesh, MD SFHM is an Assistant Clinical Professor in the Departments of Medicine and Neurosurgery and the Associate Chief Medical Officer at UCLA Hospitals. She also serves as the Executive Director of Quality and Safety for the Departments of Medicine and Neurosurgery, leading a comprehensive quality program spanning all settings of care.

She has successfully implemented initiatives in quality, safety, patient satisfaction, utilization and efficiency and cost. She developed the "ABCs of Hospitalized Patients", a multidisciplinary checklist to reduce the risk of hospital-acquired conditions.

In 2009, she implemented a Health system wide quality improvement (QI) curriculum for all the residency and fellowship training programs at UCLA Medical Center. She also instituted the UCLA Health System Quality Forum, providing an opportunity to share successful quality initiatives and collaborate with colleagues. She has worked to promote hospital medicine by designing the Undergraduate and Medical Student Preceptorships in Internal Medicine (UPIM and MSPIM).

Dr. Afsar and her colleagues from the four other UC Medical Centers have received four innovations grants from the UC Office of the President for quality improvement. Dr. Afsar-manesh is currently a Board Member for the Society of Hospital Medicine (SHM).

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



Patricia Blaisdell
Vice President, Post-Acute Care Services
California Hospital Association

Patricia Blaisdell is Vice President for Post-Acute Care Services with the California Hospital Association. Ms. Blaisdell provides membership support and advocacy for hospital-based post-acute care services, including policy analysis and interpretation, communication with regulatory bodies and third party payers, and planning and implementation of educational programs.

Ms. Blaisdell has over 20 years of experience in hospital and health care management in acute and post-acute settings. She has particular expertise in post acute care reimbursement and clinical operations across the continuum of care. Ms. Blaisdell began her career as a speech/language pathologist in Connecticut, where she was active in the development of services for individuals with traumatic brain injury. Her work was recognized with the Outstanding Clinical Achievement Award from the American Speech-Language-Hearing Foundation. Ms. Blaisdell received a BS degree from the University of New Hampshire, an MA in Speech/Language Pathology from the University of Connecticut, and a MS in Health Care Management from Rensselaer at Hartford. She currently serves on the California Olmstead Advisory Committee, and on the board of directors of the California Association of Healthcare Leaders.

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



**Sandy Robertson, RN, MSN, PH- CNS, HN-BC (Public Health Clinical Nurse Specialist)
Patient Centered Care Chief
VA Greater Los Angeles Healthcare System.**

Sandy Robertson, is the Patient Centered Care Chief at the VA Greater Los Angeles Healthcare System. She is Holistic Nurse Board Certified and brings Holistic approaches and training to Veterans and clinicians at VAGLA. After completing a BS in Nursing at University of Vermont and Masters in Community Health Nursing specializing in worksite wellness at Boston University, she managed corporate wellness initiatives at Metropolitan Life Insurance Company headquarters in NYC, Sperry Corporation (before becoming Unisys) and NBC-TV headquarters, where she was responsible for launching the Johnson and Johnson "Live for Life" program nationwide.

After completing Harvard Medical Schools Behavioral Training in Mind/Body Medicine and Jon Kabat Zinn's Mindfulness Based Stress Reduction training, she has brought mind/body wellness strategies and education to several corporations and hospitals, including VAGLA where she has been since 2005. These include the Relaxation Response, Stress Hardiness/Resilience Training, Mindful Eating, Guided Imagery, Healing Touch, Aromatherapy. While at VAGLA her focus has been on introducing mind/body training and healing opportunities for Veterans and staff, as a standard part of care, and as a foundational element of Patient Centered Care, to improve the Patient Experience and to Improve Practice for clinicians.

From Strategy to Sustainability:

What's Next for Healthcare Leaders?



Kevin Buck
Principal, Emergent Success Inc.

Kevin assists leaders and their teams to transform themselves and their organizations – motivating change from within. Through the collaborative development of a laser-focused and critical thinking approach, executives are empowered for thoughtful assessment and strategic implementation of individual and team leadership practices.

A representative list of coaching engagements and clients include:

- CEO and other Senior Team members of major healthcare system
- CMO of a health system
- VP of Legal for a regional health system
- COO of a start up Pharmaceutical Company for integration of new leadership
- CEO of an Insurance Brokerage company
- SVP Marketing in banking
- CTO and CFO of a technology company for aligned team performance
- CEO and Senior Team of a leading heavy construction company
- VP of Quality for a medical device company
- CEO of a Catholic healthcare company.

BUSINESS and ORGANIZATIONAL LEADERSHIP

Prior to his work in leadership consulting, Kevin was the Director of the Center for Ministry Leadership at the Saint Joseph Health System. He directed a nationally recognized leadership program that trained the top five hundred executives in an organization of twenty-seven thousand employees and thirteen hospitals. Kevin also developed and delivered innovative leadership training for executive management teams through strategic planning retreats, seminars and coaching. Adept at working with leaders throughout the organization, he provided facilitation for system-wide meetings, physician leadership retreats, executive management teams and board meetings. Kevin developed and taught coaching programs for Pepperdine's Graduate School of Education and Psychology (GSEP) Professional Development Program, the George L. Graziadio School of Business and Management's Managing in the 21st Century Program, and the California Association of Marriage and Family Therapists.

Kevin is often an inspirational keynote presenter to various organizations on corporate culture and collaborative engagement strategies for the workplace. He most recently spoke at TEDxOrangeCoast Women on December 01, 2012 on the theme of The Space Between.



Michael Hunn
Senior Vice President, Regional Chief Executive
Providence Health and Services, Southern California

Michael Hunn is Senior Vice President and Regional Chief Executive of Providence Health & Services, Southern California Region, Los Angeles County's second largest provider of health care and its 8th largest employer.

With more than 20 years of service as a hospital President and Chief Executive, Michael has served at various hospitals in Southern California since 1991. In 2010, Michael was appointed to lead Providence Southern California, one of five regions of the Renton, Washington-based Providence Health & Services.

In addition to his work with Providence, Michael is a Governing Board Member and Executive Committee Member of the Southern California Hospital Association and is the Immediate Past Chairman of the Board for 2012. Michael is a Board Member of the California Hospital Association, he also is Chairman of the Board of the Alliance of Catholic Health Systems in California and serves as a Board Member on the National Health Foundation. Michael also serves on several healthcare policy advisory panels.

With his expertise in bio-medical ethics, Michael speaks routinely on future trends in healthcare delivery as well as on ethics and end-of-life decision-making.

Michael also has spoken on behalf of patient safety and quality for events co-sponsored by The Joint Commission, CMS-Medicare, the U.S. Department of Defense and the AHRQ-Quality Institute. He also has participated in key Roundtable discussion on Patient Safety and has served on a task force with The Joint Commission on Leadership Accountability.

Originally from Saint Louis, Missouri, Michael has lived in Southern California since 1986. Michael holds a Master's Degree from Kenrick Theological Seminary, Saint Louis in Systematic Theology with a concentration in Morals, a field commonly known as "Bio-Medical Ethics." He also holds an undergraduate degree in Liberal Arts with a major in Philosophy and a minor in American History from Cardinal Glennon College, also in Saint Louis.

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Steven Goby
Associate Counsel
L.A. Care Health Plan

Steven is an in-house counsel with L.A. Care Health Plan in Los Angeles. L.A. Care is the largest public agency health plan in the Country and one of the largest HMO's in California with over 1 million members; most of whom are in Medi-Cal Managed Care. At L.A. Care, Steven specializes in healthcare regulatory and managed care legal matters. He is currently working on Health Reform, Medicaid Expansion and California Exchange matters. Prior to L.A. Care, Steven worked for the California Department of Managed Health Care, Licensing Division ("DMHC") as a Senior Counsel. At the DMHC, Steven specialized in the licensure and regulation of public program health plans, such as health plans that provide Medi-Cal and Healthy Families program coverage. Prior to working at the DMHC, Steven worked for the California Office of the Attorney General as a Deputy Attorney General.

He has served as the Chair of the Los Angeles County Bar Association Health Care Law Section, Executive Committee and is still a member of the Executive Committee. Also, he served as the Legislative Co-Chair of the State Bar of California, Health Care Law Section, Executive Committee and is a member of the Program Committee for the California Society of Healthcare Attorneys ("CSHA"). He had mentored several law students over the years at both Loyola Law School and through CSHA. Steven has spoken at Healthcare Conferences and has published healthcare legislation reviews for the State Bar of California Business Law News.

Steven graduated from Loyola Law School in 1989 and has a Master's of Science Degree in Environmental Science.

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