



**HOSPITAL
ASSOCIATION**
OF SOUTHERN CALIFORNIA®



**2018 HASC Annual Meeting
Breakout Speakers**

**April 11-13
Park Hyatt Aviara, Carlsbad**



Breakout Speakers

Saving Lives and Reducing Costs by Curing Sepsis

11:15 a.m.
Thursday
Kingfisher

Rick Afable, MD, MPH / Julianne Morath, RN, MS, CPPS / Andre Vovan, MD, MBA

Ten years after Andre Vovan began working with sepsis patients, his father's life was saved due to the protocol he and his team put into place. "Collaboration is key," he says today. "The treatment requires so much collaboration that it really tests how hospitals and providers coordinate and communicate." Improved sepsis outcomes not only decrease sepsis mortality but also shorter hospital stays, which is better for patients and reduces health care costs overall. Join us for this session to hear how to mobilize resources at the right time and in the right setting.

Richard Afable, MD, MPH



Richard Afable is California Hospital Association's board chair and trustee at Providence Little Company of Mary Medical Center. He served as HASC's board chair in 2016. Afable recently stepped down as President/CEO of St. Joseph Health and Hoag Memorial Hospital Presbyterian and as executive

vice president and regional senior executive for St. Joseph Health in Southern California. Prior to affiliating with St. Joseph Health System, he was President/CEO at Hoag Memorial Hospital Presbyterian. He is a board-certified internist and geriatrician and practiced clinical medicine for more than 15 years.

Julianne Morath, RN, MS, CPPS



Julianne Morath is President/CEO at the Hospital Quality Institute (HQI). Among many honors, she received the inaugural John M. Eisenberg Award for Individual Lifetime Achievement in Patient Safety. Her work is

distinguished through translating research into practice and building cultures of safety and excellence. Before joining HQI, Morath served as chief quality and patient safety officer at Vanderbilt University Medical Center. She has authored two books and is a frequent presenter and consultant in the field of safe and reliable health care.

Andre Vovan, MD, MBA



Andre Vovan is executive medical director at the Acute Care Institute at Hoag Memorial Hospital Presbyterian and executive medical director for clinical effectiveness at St. Joseph Hoag Health. He is a board-certified critical care specialist, leading the system-wide sepsis collaborative for hospitals in the St. Joseph Hoag Health network and is a champion for sepsis identification and treatment. Vovan received his medical degree from UC San Diego Medical School and completed his internship and residency at Scripps Mercy Hospital.

What's Next for Medi-Cal and California Care?

11:15 a.m.
Thursday
Lavanaia

John Baackes / Brad Gilbert, MD / Doug McKeever

What does the future hold for Medi-Cal and Covered California and how will we address it? Join this timely discussion to hear how three California health care leaders see the future and how leaders can navigate the twists and turns ahead. What incentives and shared cost savings can be implemented? How can organizations address health disparities and improve population health? What does the next generation of ACO look like?

John Baackes



John Baackes is CEO for the L.A. Care Health Plan, the nation's largest publicly-operated health plan – which serves over 2 million members. Before joining L.A. Care, Baackes served as president at Philadelphia-based AmeriHealth Caritas VIP Plans, where he oversaw the Medicare

Advantage business unit. Prior to that, he served as CEO of Senior Whole Health, a voluntary health plan for more than 10,000 low-income seniors in Massachusetts and New York. Baackes has served in executive roles at Group Health Incorporated in New York, Kaiser Permanente's Northeast Division and Community Health Plan in Latham, N.Y.

Bradley Gilbert, MD



Bradley Gilbert is CEO at Inland Empire Health Plan – one of the largest public, not-for-profit health plans in California, with over 1.25 million members and more than 4,000 providers. Prior to his 2008 appointment, Gilbert served as the organization's chief medical officer.

Under his leadership, IEHP became the first Medicaid-only plan in California to earn NCQA Accreditation in 2000. In 2012, IEHP received a 100 percent score on the standards portion of its NCQA review, with an overall Commendable Accreditation. He is board certified in general preventive medicine.

Doug McKeever



Doug McKeever joined Covered California in 2017 and serves as chief deputy executive director. In the role, he provides executive leadership for the plan management, outreach, and sales, marketing and service center divisions. McKeever is responsible for developing and implementing plans to

increase growth and improve consumer services and health plan relations. He joined Covered California after serving as deputy executive officer overseeing benefits, program, policy and planning for the California Public Employees Retirement System.

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Models for Treating Behavioral Medicine Patients in the ER

11:15 a.m.
Thursday
Avalon

Ron Boatman / Sheree Lowe, MPH / Glenn Raup, RN, PhD, MBA, MSN, CEN / Scott Zeller, MD

Not only has the operational capacity within the mental health system decreased, medical clearance and patient disposition have become significantly more complex. This session will feature three California models for addressing the ever-increasing volume of behavioral medicine patients presenting in the ED. Best practices for patient evaluation, streamlining the intake process, telemedicine, reducing variances in care, and improving outpatient services will all be part of the discussion.

Ron Boatman



Ron Boatman is an associate hospital administrator with Arrowhead Regional Medical Center, a county-owned and operated acute care hospital. His primary areas of focus include strategy and business development, behavioral health services, physician contracting, and

various other support departments. Boatman has worked in San Bernardino County for 27 years, 21 of those in the Arrowhead system. He is focused on development and implementation of innovative methods for delivering health care services to support excess demand and minimized capacity.

Sheree Lowe, MPH



Sheree Lowe is vice president, behavioral health at the California Hospital Association. She serves as primary legislative advocate for hospitals serving individuals with mental health and substance use disorders. Lowe monitors federal and state regulatory, legislative, and policy activities

that impact general acute care hospitals. Prior to joining CHA, she served 10 years as director of developmental services with the California Association of Health Facilities. She is a frequent consultant and lecturer on health care issues and has coordinated nationwide trainings on federal regulations with the Centers for Medicare and Medicaid Services. Lowe received her master's in public health from the University of San Francisco.

Glenn Raup, RN, PhD, MBA, MSN, CEN



Glenn Raup is executive director of nursing for Emergency, Behavioral Health and Observation Services at St. Joseph Hospital of Orange. Raup holds a bachelor's degree in nursing, a master's in nursing administration, a master's in business administration with a focus on health care, and PhD in

health care administration and leadership. He also holds certification in emergency nursing. Raup has over 27 years of experience as a nurse in the areas of emergency, psychiatric, trauma, critical care, and correctional health care. He has written multiple peer-reviewed articles and has obtained more than \$2 million in grant funding for programs in emergency, trauma and psychiatric care.

Scott Zeller, MD



Scott Zeller is vice president of acute psychiatric medicine at the 2,000-physician partnership Vuity (formerly CEP America). He is the former chief of psychiatric emergency services in Oakland, Calif. – where he developed what has become known as “The Alameda Model.” Zeller is an

assistant clinical professor at UC Riverside's and Touro University California's medical schools, and is past president of the American Association for Emergency Psychiatry. He is the author of multiple textbooks, peer-reviewed articles and book chapters, and lectures internationally. Zeller's most recent book is *The Diagnosis and Management of Agitation*, published in 2017 by Cambridge University Press.

Physician Alignment: Economics and Lessons Learned

1:45 p.m.
Thursday
Kingfisher

Arby Nahapetian, MD, MPH, FACC / Steve Valentine

Steve Valentine and Arby Nahapetian will discuss Adventist Health's journey to create a physicians' network that provides resources, training, feedback and supportive professional connections across the diverse Adventist Health system. Topics include development of a multi-purpose senior services program (MSSP), co-management agreements, bundled payment and other value-based care models. This session will also cover the pros and cons of physician alignment models and factors contributing towards success.

Arby Nahapetian, MD, MPH, FACC



Arby Nahapetian is senior vice president for Adventist Health Southern California and chief medical officer for acute and ambulatory care. He previously served as vice president of medical affairs and quality for Glendale Adventist Medical Center. Nahapetian has

worked as a practicing physician in the specialty of clinical cardiac electrophysiology. Now a physician executive, he is most proud of achieving significant benchmarks in medical quality, physician alignment, performance improvement, accreditation and risk prevention.

Steve Valentine



With more than 35 years of health care consulting experience, Steve Valentine is a nationally-recognized author and speaker on business advisory services, strategy, transactions, mergers, physician partnerships, and financial impact analysis. He has authored annual top 10 trends in health care

lists for *Trustee* magazine and for the Governance Institute. Valentine has extensive experience facilitating retreats for boards, management and physicians and has advised numerous clients on moving to value-based care and population health. He is board chair at the Orthopaedic Institute for Children, a UCLA affiliate.



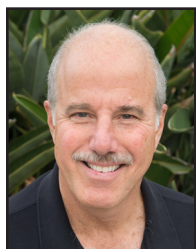
Span of Control: Clinical, Business Impacts and Solutions

1:45 p.m.
Thursday
Lavana

Jim Finkelstein, Moderator / Bernard Klein, MD, MBA / Theresa Murphy, RN / Jerry E. Spicer, DNP, RN, NEA-BC, CHIE, FACHE

With budget cuts becoming the norm at many hospitals, nurse managers have ever-increasing responsibilities and expanding direct reports. HASC tasked its Nursing Advisory Council to explore relevant academic research, as well as practical solutions, to help the C-Suite make informed and effective decisions about the widespread impact of span of control (SOC) in hospitals. Join us to hear about this important issue's effect on nurse managers, staff and patients – as well as actions senior hospital leaders can take to actively monitor and mitigate the impact of SOC in their hospitals and health care systems.

Jim Finkelstein



Jim Finkelstein is founder and President/CEO at FutureSense, a consulting firm specializing in strategies and solutions to drive workforce engagement, support the transformation of culture and improve organizational performance.

FutureSense serves diverse markets including health care, senior care, physician groups, high technology, public sector, consumer products, retail, manufacturing, and professional service organizations. Finkelstein is also an adjunct faculty member for the executive MBA Program at Sonoma State University. He is the author of *Fuse: Making Sense of the New Cogenerational Workplace*.

Bernard Klein, MD, MBA



Bernard Klein is chief executive at Providence Holy Cross Medical Center. Over the past 12 years he has served in a variety of roles for the Providence system including as valley service area chief medical officer, chief medical officer for Providence Holy Cross Medical Center, and as

interim chief medical officer of the Providence Southern California region for clinical quality, patient safety and physician integration and alignment. Klein is a board-certified internal medicine physician. He practiced with Permanente Medical Group for over 16 years and served in a variety of positions.

Theresa Murphy, RN



Theresa Murphy has close to 25 years of experience in health care. In addition to clinical practice as a registered nurse, she has served several hospital organizations in managerial and executive-level positions – and is currently chief nursing officer at USC Verdugo Hills Hospital. Murphy also

serves on HASC's Nurse Advisory Council, and will start her service on the board of the newly-established Chin Family Institute for Nursing at Cal State Los Angeles this year. Span of Control for acute hospital nurse managers was the subject of her graduate degree research. In addition to her hospital duties, Murphy lectures at Mount St. Mary's University.

Jerry E. Spicer, DNP, RN, NEA-BC, CHIE, FACHE



As vice president for regional patient care services, Jerry Spicer provides strategic leadership on patient safety, quality improvement and nursing professional initiatives in the 15 Kaiser Permanente hospitals across Southern California and Hawaii. Before joining Kaiser Permanente in 2011, Spicer

served as chief nursing officer at St. Mary's Hospital & Medical Center in Colorado, where he oversaw the delivery of clinical services to patients. He is currently a member of HASC's Nursing Advisory Council. In 2006, he received the Colorado Organization of Nurse Leaders' Circle of Excellence Award.

Data, Disease and Differences: Tools to Improve a Community's Health

1:45 p.m.
Thursday
Avalon

Dora Barilla, DrPH, MPH, CHES / Kevin Barnett, DrPH, MCP / Kathryn Bazylewicz / Ron Werft

Cottage Health assessed community needs and listened to community partners to better understand health disparities, needs and resources. Five priority areas emerged: access to care, chronic conditions, behavioral health, food insecurity and housing insecurity which led to identifying behavioral medicine as a major focus for the county. Join us to hear how they found ways to collaborate to address a common goal with improved outcomes.

Dora Barilla, DrPH, MPH, CHES



Dora Barilla is community investment executive leader for Providence St. Joseph Health. She is also president at HC2 Strategies, and senior fellow at the Institute for Health Policy and Fellowship at Loma Linda University Health. Barilla is the former assistant vice president for strategy and

innovation at Loma Linda University Health and founder and current chair for the non-profit Partners for Better Health – which promotes community health initiatives. She is proudly dedicated to improving community health outcomes, and is an active writer and speaker on community health issues.

Kevin Barnett, DrPH, MCP



Kevin Barnett is co-director of the California Future Health Workforce Commission and a senior investigator at the Public Health Institute. He has led research and field work in hospital community benefit and health workforce diversity at PHI for over two decades, working with hospitals,

government agencies, and community stakeholders across the country. Barnett's recent work includes a national study of community health assessments and implementation strategies for the Centers for Disease Control and Prevention.

Kathryn Bazylewicz



Kathryn Bazylewicz is vice president of population health and marketing at Cottage Health. She earned a bachelor's degree in communications and a master's in public relations with an emphasis in marketing at Michigan State University. Bazylewicz's experience includes close to two

decades directing community health outreach, education and awareness at Providence and HCA. Today Bazylewicz is leading Cottage's efforts in population health, which aim to partner across sectors to address root causes of poor health through community-level initiatives.

Ron Werft



Ron Werft is President/CEO at Cottage Health, a not-for-profit organization that provides acute inpatient, outpatient and emergency care in Santa Barbara, Goleta and the Santa Ynez Valley. He is a graduate of UC San Diego, and holds a master's in hospital and health care

administration from the University of Minnesota. Werft is a past board chair for the California Hospital Association and HASC – and currently serves on the HASC Board as Santa Barbara/Ventura Area Chair.

C-Suite Invitational Breakfast (by invitation)

Implementing Technology to Identify and Collaboratively Support Frequent Hospital Utilizers

**7:15 a.m.
Friday
Avocet**

Maria Raven, MD, MPH

Frequent ED users account for a disproportionate share of health system visits and costs. These patients experience inadequate housing and social supports, food insecurity, and other basic unmet needs that would benefit from coordinated care. They also access care across multiple EDs, making it difficult to assemble clinical information in a single database. The EDIE system is an ED-based database that collects information from all inpatient and ED visits at any EDIE site. In this presentation, researcher Maria Raven will share results from the program.

Maria Raven, MD, MPH



Maria Raven is an assistant professor of emergency medicine at UCSF and an emergency medicine physician at UCSF Moffitt-Long Hospital. Prior to arriving in San Francisco in 2011, she served 10 years with New York City's public hospital system. Raven works

closely with the San Francisco Health Plan on programs related to its highest cost members. She conducts research related to emergency medicine payment policy and frequent users of the health system and social care system. She also is lead evaluator for Santa Clara County's Chronic Homelessness Pay For Success Initiative.

