The Los Angeles Business Journal presents

HEALTHCARE LEADERSHIP FORUM & AWARDS 2015

This special advertising supplement did not involve the reporting or editing staff of the Los Angeles Business Journal.
LETTER FROM THE PUBLISHER

Hospital CEOs, healthcare company executives, unique programs benefiting the community, entrepreneurial clinicians, and education leaders providing the next generation of healthcare practitioners with the information they need to service our region – are all a part of an industry that will always be in need. It makes sense that we’d pause at least once per year to celebrate their achievements.

These are Los Angeles’ healthcare leaders. They are a unique group in that not only do they manage the institutions and organizations that help our society live healthier, they also happen to be tremendous businesspeople with great business stories.

We have set aside this very special section to honor these individuals, organizations and programs that have made strides in helping Los Angeles (and beyond) receive better healthcare. We have chosen to recognize leaders and organizations that make an impact to both lines: those leading the frontlines of healthcare and those protecting the bottom lines.

This special section you are reading now spotlights those outstanding honorees we celebrated at our Awards luncheon on Wednesday, April 29th at the Omni Hotel Los Angeles.

Seven inspirational honorees have been announced this year and described in this section. We applaud each of these esteemed honorees, as well as the wonderful collection of finalists, also detailed in these pages.

Special thanks go out this year to our presenting sponsors in this endeavor, City of Hope, Kaiser Permanente, Moss Adams, Nelson Hardiman and Pomona Valley Hospital Medical Center.

And again, congratulations to all the great healthcare leaders in Los Angeles who play such an integral role in our lives and the lives of our families, friends and coworkers.

Best regards,

Matthew A. Toledo
Publisher & CEO

UCLA Health
and the
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Congratulate

Heidi Crooks, RN, NP, MA

Healthcare Manager Award Recipient

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M. Hellen Rodriguez, M.D., serves as the Medical Director of Maternal Fetal Medicine at Pomona Valley Hospital Medical Center (PVHMC). She is also a Perinatologist with offices in the Hospital’s Women’s and Children’s Center, and is the CEO of San Gabriel Valley Perinatal Medical Group, a group composed of six Maternal Fetal Medicine Specialists, with five offices in the San Gabriel Valley and more than 50 employees.

As the Medical Director of Maternal Fetal Medicine, Dr. Rodriguez oversees the care of patients in labor and delivery and is responsible for improving hospital protocol and addressing any outstanding safety concerns. She also plays a vital role in managing, educating and training physicians and nurses in the labor and delivery unit—a staff totaling approximately 250. Dr. Rodriguez had the vision to incorporate simulation mannequins as part of a new training initiative, and developed a complete simulation-training program for the entire Hospital. The program was so successful that the Hospital Association of Southern California has asked to retain the simulation team, of which Dr. Rodriguez is the leader, to train other hospitals in the simulation procedures.

During Dr. Rodriguez’s tenure with the Hospital, she has taken part in the establishment of a high-risk antepartum unit, a laborist program, an educational simulation program and a ground and air maternal transport program. PVHMC was one of the first community hospitals in California to establish a laborist program and currently has one of the largest maternal transport programs in the state. Dr. Rodriguez oversees all of these programs. Thus, Dr. Rodriguez has played a leading role in expanding her responsibilities, by virtue of aiding the Hospital in its own growth. Her dedication to the Hospital’s improvement is unprecedented, and may stem in part from the fact that she began her career in the healthcare industry at PVHMC, beginning in 1987 when she finished her fellowship.
Gary Brandt’s life stopped on a dime when his wife found him on the floor of their room, incapable of movement and his speech slurred. Clear signs of a stroke. She called 9-1-1 and Gary was rushed to Pomona Valley Hospital Medical Center where a large clot, blocking blood flow to the right side of his brain, was discovered. A procedure was used to extract the clot, saving Gary from paralysis. Now Gary is back at work and enjoying time with his family and their beautiful black Lab. While our Stead Heart & Vascular Center has earned national recognition, it’s patients like Gary who truly motivate us. Learn more about our award winning care and the patients who inspire it.

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Margret Rose Lanam is both the Administrator and the Director of Patient Care Services for Angeles Vista Hospice. These are roles she has had for over 20 years in hospice and 30 years in home health. She oversees and manages seven office staff and 30+ field staff of RNs, LVNs, CHHAs, Companions, Social workers and Clergy. As the Administrator she is responsible for the day-to-day operations and as Director of Patient Care Services she has the responsibility for oversight and management of the clinical services provided by all interdisciplinary team members.

Passionate about what good hospice care can be, she has gone into the local communities and has given professional education regarding end-of-life care and hospice services in order for the community to have the right information to make an informed decision. Since his appointment as President & CEO approximately one year ago, Stone has been building a leadership community with a blend of skills, backgrounds and expertise to help lead City of Hope through a changing healthcare environment in the years to come. He leads a diverse team of talented high-level individuals committed to humanitarian service and to ensuring access to the institution’s breakthrough discoveries and specialized therapies. The City of Hope community includes approximately 5,000 physicians, researchers, nurses, clinicians, support staff and volunteers.

Stone is an outspoken advocate of the need to ensure access to expert care for people with cancer and other life-threatening diseases. A very caring and compassionate individual, Stone devotes time out of his busy schedule to visit hospital patients including after hours or over the weekend for special visits. Stone has cultivated relationships with patients and their families, reaching out to them on special occasions such as a birthday or special milestone, and attending memorials to support families of patients who have passed. Countless patients and families have expressed their appreciation for his leadership and dedication, often following up with his office to express their gratitude for the care received at City of Hope.

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Lanam also wears an additional hat, as the proud owner of Angeles Vista Hospice. She grew up in London, which influenced her decision to pursue a career in healthcare. She graduated from nursing school in 1977 and has been a dedicated health care professional for 38 years, working as a nursing Home Administrator for the first few of those years before starting her home health care agency. She has been consistent in her compassionate care of and for the patients that she has personally provided care for as well as the support given to those family members who are a part of the family unit of care. She has shown an overwhelming drive and long term stamina in her building and maintaining of her home health/hospice agencies. She is one of the few individuals in the industry to get five agencies JCAHO certified all at the same time. This was an unheard-of accomplishment that even today, 21 years later, stands as a remarkable accomplishment and a testament to her dedication to the healthcare industry.
City of Hope is a comprehensive cancer center and independent biomedical research institution committed to curing cancer, diabetes and other life-threatening diseases. Here, our scientists, doctors, nurses, staff and volunteers work together to save lives today – and tomorrow. Together, we are transforming the future of health.

For more than 100 years, City of Hope’s leadership has championed community, collaboration and care. We are proud to continue our partnership with leaders in Los Angeles, supporting a stronger, healthier city.

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The Downtown Women’s Center (DWC) houses the Women’s Health Center. It is downtown Los Angeles’ first and only medical and mental health center exclusively for women. It is an on-site clinic jointly run with local partner JWCH, through which basic medical care, mammogram and HIV screenings, and physical and mental health assessments are provided to homeless and extremely low-income women living in Los Angeles’ Skid Row community.

The DWC Women’s Health Center supplements its clinic offerings with psychiatric sessions, mental health counseling, and group therapy, as well as self-care and health education workshops, fitness classes, and enrichment activities. DWC provides its mental health services within supportive, clinical and non-clinical settings for women experiencing homelessness in addition to factors including severe poverty, mental illness, physical illness, substance use disorders, domestic violence, sexual abuse, and more.

Among the mental health services offered, the DWC Women’s Health Center provides individual therapy, which offers a confidential and private setting for women to address sensitive issues; group counseling; peer support groups; psychiatric services; and referrals, ensuring that all mental health issues are address properly, no matter the severity.

A great challenge in the homeless population is that health issues are compounded and magnified, and life expectancy is as low as 41 years for homeless women. To address these issues, last year, the DWC Women’s Health Center made an incredible impact on DWC’s participants’ wellness and stability. Through the DWC Women’s Health Center, DWC provided medical visits, health screenings, wellness workshops, individual medical case management, and breast health services to a total of 1,180 women. The breast health initiative continues to far exceed anticipated results; last year, the Center provided digital mammograms, diagnostic services, image interpretation services, follow-up care, and referrals to specialty care to 270 women.

The collaboration and partnership between Children’s Hospital Los Angeles (CHLA), Children’s Hospital Los Angeles Medical Group (CHLAM [UCMG]), and AltaMed was conceived in 2002. Today, it is a model that has benefited staff and patients alike, allowing the two organizations to fulfill a shared mission of caring for the county’s frailest children.

When the clinic opened its doors in 2005, there were about 5,000 lives under contract and the team completed about 16,000 visits per year. Thanks to steady growth and expansion of services over this past decade, the partnership has tripled its impact—currently serving 18,200 children and their families, providing over 76,000 visits last year. Of the 18,200 patients, 15,900 of those patients are Medi-Cal. The partners estimate that some 4,000 of these lives are children with special health care needs or a developmental disability, and that 40% of the visits are for these high-acuity children. No other clinic in the region provides this amount of care for such a high-acuity population.

To manage this highly acute population, the clinic uses a patient-centered medical home approach where AltaMed support staff helps with case management to alleviate the burden on CHLA residents. This process gives families with incredibly frail children a point of contact for many of their questions, health insurance issues or access to medical equipment. Over the years, case managers have provided parenting support, wellness coaching and moral support for families facing such challenging situations.

The partnership has allowed CHLA to provide effective education in ambulatory pediatrics, and significantly enhanced the medical education for both medical students and pediatric residents. The lessons residents learn in AltaMed’s clinic affect their professional practice for the next 30-40 years, and has significant impact on the pediatric care provided throughout the region for decades to come.
Centinela Hospital has been named to the list of “100 Top Hospitals” by Truven Health Analytics in 2012, 2013, 2014 and now 2015!

We are incredibly proud of our 400 physicians, allied health staff and over 1,500 employees. They provide care in over 40 medical specialties from Anesthesiology to the Tommy Lasorda Heart Institute and are the reason why Centinela Hospital has been recognized, once again, for this award.

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There were so many excellent contenders for the Health Leadership Awards this year, we couldn’t let these honorable finalists slip by without acknowledging them. Each of the following Health Leadership Award finalists listed below alphabetically and grouped as individuals and organizations.

INDIVIDUAL FINALISTS

**David Allenby**
Co-Founder and CEO
24Hr HomeCare

David Allenby is Co-Founder and Chief Executive Officer of 24Hr HomeCare, and has spearheaded the company’s rapid growth over the past six years. During his leadership tenure, the company has expanded to twelve locations throughout California and opened its first out-of-state location in Scottsdale, Arizona, in November of last year. 24Hr HomeCare provides high-quality professional care giving services to seniors and the developmentally disabled to help them live full, active, and healthy lifestyles.

Allenby co-founded 24Hr HomeCare with two partners in 2008, stepping into the role of CEO at that time. He is responsible for establishing our company’s strategic direction and leading a range of initiatives to successfully develop the company’s core competencies in finance, operations, marketing, and culture-building. A ten-year veteran of the homecare industry, Allenby’s blueprint for company growth, transparent management style, and emphasis on team-building and company culture have led to the transformation of 24Hr HomeCare from the seed of an idea to a leader in purpose-driven innovations within the homecare industry.

**Dr. Stefany H. Almaden**
President & CEO
The Almaden Group, Inc.

Dr. Stefany Almaden has been the President & CEO of The Almaden Group, Inc. since 2005. She and her company, The Almaden Group, Inc. since 2005. She and her company, The Almaden Group, Inc. provides customized services to healthcare providers as a respiratory therapist to help them succeed in various executive positions. Her expertise to meet the wide range of strategies and needs from her customers.

**Brian S. Boxer Wachler, MD**
Medical Director
Boxer Wachler Vision Institute

Dr. Brian Boxer Wachler, or simply “Dr. Brian” as many warmly refer to him, has dedicated his life to the study and treatment of a degenerative eye condition of the cornea known as Keratoconus. This treatment, known as Epi-On Corneal Crosslinking, has since been adopted by multiple physicians around the world and the country, and is currently in FDA clinical trials. This procedure saves thousands of patients from invasive and risky corneal transplants from Keratoconus. Dr. Boxer Wachler is highly sought after by eye surgeons and is known as “The Surgeon’s Surgeon” since many other surgeons refer to him for advice on their patients. Doctors representing all parts of the Medical Field commonly fly in from all over the United States and outside countries to have “Dr. Brian” treat them.

**Linda Bradley**
CEO
Centinela Hospital Medical Center

Linda Bradley, CEO of Centinela Hospital Medical Center, oversees the operation of the 369 bed medical center, which is located in Inglewood, California. She has overall responsibility for 1,500 employees and a medical staff of over 500 physicians and allied health professionals. In her current position, she provides day-to-day operational leadership for the hospital, interfaces with community stakeholders and is an integral part of Prime Healthcare Services senior management team.

In addition, she is spearheading the hospital’s compliance with SB1953 seismic retrofit project, which will also include the expansion of the emergency department to 60 beds and the renovation of patient care and public areas. The increase in the size of the emergency department is vital as over 60,000 patients come through its doors annually. This ambitious seismic reconstruction and renovation program will enable Centinela Hospital’s ability to provide nationally recognized care to under-served constituencies.

**Caroline Esparza**
Interim President & CEO, and Senior VP & Patient Care Executive
Simi Valley Hospital

Caroline Esparza, MHA, RN, has more than 30 years of experience managing patient care services, with expertise in program development, financial management, physician relations and quality improvement. Her responsibilities at Simi Valley Hospital include oversight of nursing services, pharmacy, home care, rehab services, and the Child Development Center. She is currently the interim President and CEO until a replacement can be found for the organization.

Prior to assuming patient care responsibilities at Simi Valley Hospital in February of 2004, Esparza was the operations administrator and chief nurse executive for Providence Saint Joseph Medical Center in Burbank. Esparza has a bachelor’s degree in healthcare management and a master’s degree in health administration, both from the University of La Verne. She is a member of the Association of California Nurse Leaders and is a past president of the Nursing Leadership Council, Northwest section. Esparza is a proud advocate of improving patient care through a teamwork approach.

**Paulette Heitmeyer**
Chief Nursing Officer
Marina Del Rey Hospital

Paulette Heitmeyer has been the Chief Nursing Officer of Marina Del Rey Hospital for nearly three years. She is responsible for overseeing all patient care operations that pertain to patient care, from admission to discharge. She supervises twelve departments within the facility and the 11 Directors and Manager that lead the 436 nurses supporting them. In addition, she also evaluates current processes and policies to formulate methods of improvement, adopting new technologies and implementing new programs to improve patient care operations. As new equipment is constantly being introduced to the hospital, she reviews all new items adopted by the facility in conjunction with the Product Evaluation Committee to ensure patient safety.

No matter how busy her schedule is, Heitmeyer starts off her day by visiting at least four patients and ends her day by visiting those same patients, helping them with personal and incontinence care, providing them with emotional support, and administering medications and treatments when needed.

**Gudata Sido Hinika**
Medical Director of the Trauma Services Department at California Hospital Medical Center

Dr. Gudata Hinika is a board-certified surgeon and a member of the Emergency Department team at California Hospital Medical Center. Dr. Hinika specializes in trauma surgery and surgical critical care and for the past ten years has served as Chief of Trauma Surgery at California Hospital Medical Center. Dr. Hinika has a special bond with each and every one of his patients. In addition to his excellent clinical skills, he has a way of connecting with people on a very deep level. Perhaps it is the result of being the middle child of 12 siblings, but Dr. Hinika’s patience is unmatched. Despite days that begin at the wee hours of morning, despite 8+ hours of back-to-back surgeries, despite the ever-increasing volume of trauma cases that can pull him away at any moment, Dr. Hinika always has time to sit and chat with his patients.

**Dr. Josh Luke, PACHE**
Founder & President
National Readmission Prevention Collaborative

Dr. Luke has been a senior healthcare executive for more than ten years. In October 2013, he founded the National Readmission Preventions Collaborative (NRPC). Dr. Luke also authored the book, Readmission Prevention: Solutions Across the Provider Continuum, the best-selling book of 2015 fromProvider Continuum, the best-selling book of 2015 from the Administration Press, an entity of the American College of Healthcare Executives. Dr. Luke has ten years of independent consulting company as a hospital CEO, currently at Memorial Hospital of Gardena and previously at Western Medical Center in Anaheim. He also designed an award winning program titled Total Wellness Torrance while serving as Vice President, Post Acute Services at Torrance Memorial Health System. His in-depth understanding of how to coordinate care between the hospital and post-acute providers has positioned him as a national and international thought leader in the Post Affordable Care Act era.

**Precious Mayes**
President
WAVE Innovations LLC

Precious Mayes started WAVE Innovations, a company that partners with various companies and organizations that provide their customers with best-of-breed products that range from the physical community, insurance/managed care companies, accountable care organizations, skilled nursing facilities, assisted living facilities, acute care hospitals, long term acute, hospice, Congregate living and pharmaceuticals. In her role as president of WAVE Innovations, Mayes has cultivated successful relationships with key customers. In addition, she is recognized as a thought leader, bringing expertise to meet the wide range of strategies and needs from her customers.

Mayes has been in the healthcare industry for over 20 years. Her direct experience ranges from a direct patient care provider as a respiratory therapist to succeeding in various executive positions being responsible for sales/marketing, cerner development, operations and clinical management and development. She created Wave Innovations in January of last year. In the last year, she has aligned over 10 contracts to provide services to meet the unique needs of each of her health industry clients.

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Huntington Hospital Senior Care Network, one of the first programs of its kind in the nation, celebrates three extraordinary decades of service. We salute all the dedicated caregivers and steadfast supporters who help seniors in our region live healthily and independently.
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Clifford Shiepe
Interim President & CEO
T.H.E. Health and Wellness Center
Clifford Shiepe was selected as Chief Administrative Officer for T.H.E. in 2013 and is now leading a key organizational expansion efforts, including the opening of its Lassen Medical, Lassen Dental, Creswell High School and La Brea sites. During his 25 years of experience in health care, Shiepe has played key management roles such as CEO, COO and Chief Administrative Officer. Shiepe is a broad based, seasoned health care executive with senior level management experience with hospitals, medical group clinics, health systems, and managed care companies.

Since the passing of T.H.E. CEO Rose Phillips, Shiepe has been named interim CEO. He is now in charge of the six wellness centers under the T.H.E. umbrella as well as the day to day operations of T.H.E. He has risen to the occasion and united the company during such a difficult time.

Mark Song, MD
Family Medicine physician and physician champion for Community Benefit
Kaiser Permanente Gardenia Medical Offices
Mark Song, MD, is a Family Medicine physician at Kaiser Permanente Gardenia Medical Offices, where he provides primary care to adults and families. In addition, he is a hospitalist and cares for hospital patients at Kaiser Permanente South Bay Medical Center. He also chairs the physician wellness committee, which aims to improve the health and well-being of our physicians. The wellness committee focuses on a number of activities, including establishing social connections, finding meaning in medicine, parenting, volunteering, healthy eating and active living.

Dr. Song serves as physician champion for Community Benefit efforts at Kaiser Permanente, partnering with the Public Affairs team to help Kaiser Permanente achieve its mission to improve the health of our communities. His champion role includes: promotion of volunteering among physicians, serving on the hospitals’ grants review committee, and working on the hospital’s strategic plan for community benefit, and developing partnerships with organizations that serve the local communities.

Avi Zaraya
Managing Director, Support Services
Kaiser Permanente, Woodland Hills
As the Managing Director of Support Services for Kaiser Permanente, Woodland Hills, everything Avi Zaraya does involves strategies that seek to improve patient care. But his passion for showing respect and compassion along with enhancing the physical environment for every patient who enters the medical center is, today, the cornerstone of the one department that he leads. His work with Kaiser Permanente, Volunteer & Chaplain Services. His mantra is always the same, “The member (patient) comes first.”

Since Zaraya began approximately six years ago, he has completely overhauled the volunteer and volunteer-oriented medical center. He runs roughly four hundred volunteers who have become a vital part of the care experience. Although all volunteer participation positively impacts the patients, there are several specific programs that have innovatively designed and created which directly affect the quality of care each individual patient receives and how members on the organization’s care continues to grapple with – seeing every patient as a being with distinct characteristics, wants and needs.

Robert Zasa
Founder & Managing Partner
ASD Management
Robert Zasa has developed over 200 surgery centers during his illustrious career spanning more than 30 years in outpatient care delivery. Currently he manages 15 surgery centers throughout the United States, which employ close to 200 people. His background is based in Southern California, having successfully developed and manage surgery centers down the coast of California including partnerships with many of the noted physicians in Los Angeles at Simi Valley Hospital and Glendale Adventist Hospital in conjunction with Adventist Health and in Northridge at Northridge Hospital which is a partnership with Dignity Health. Most recently, Zasa is developing an advanced spine institute in the heart of Los Angeles and a multi-specialty surgery center in the inland empire.

ASD Management has a boutique approach that stems from Zasa’s leadership. ASD has branded itself in the market and with health plan leaders as being fair, well regarded and professional.

Organizational Finals

24hr Home Care
24hr Home Care is one of the largest, most trusted in home companies in California, serving thousands of clients through its 12 locations. The company’s caregivers are some of the most sought after in the in-home industry, with recruitment coming from the top Nursing schools and Licensed Vocational Nursing programs in the country.

With offices in Culver City, Encino, Irvine, Orange, Oxnard, Palo Alto, San Diego, San Mateo, Santa Clara, Scottsdale, Torrance, and Walnut Creek, 24hr Home Care has a wide-reaching system of in home care, including specialty offices focusing from the top Nursing schools and Licensed Vocational Nursing programs in the country.

In 2004 to establish a trauma center from the ground up at California Hospital Medical Center. Today, the center treats more than 200 trauma patients every month and is the busiest private trauma center serving Los Angeles County.

Since the trauma center opened its doors a decade ago, the doctors and staff have saved thousands of lives and cared for more than 22,000 patients. In addition to these life-saving efforts, the emergence of this program has broadened the cardiovascular and orthopedic services available at California Hospital, allowing the hospital to provide even more high quality care to the community.

Encino Hospital Medical Center
Encino Hospital Medical Center is a 245-bed hospital with the introduction of its new Senior ER and Geriatric Inpatient Unit is the first hospital in Southern California to offer this level of geriatric care to seniors (65+), from their initial Emergency Room experience to the time of discharge with a 5-day stay.

The hospital’s senior ER rooms are specifically designed for seniors 65+ and focus on assessing older adults that have complicated health histories, take multiple medications and may have functional and cognitive impairments that add another layer of complexity to the ER visit. Nurses and physicians working in the Emergency Room have special training in assessing the medical condition of geriatric patients and in caring for them. The physical environment of the Senior ER room is designed to reduce stress and has been altered to provide comfort and safety. The Senior ER team of nurses and emergency medicine physicians collaboratively work together to deliver compassionate, comprehensive, and specialized geriatric emergency care.

Heal One World
The mission of Heal One World is to serve local under-served communities, addressing chronic illness through preventive healthcare and non-traditional complementary modalities, as well as offering natural treatment and guidance. Formed to help connect people in need with lifestyle wellness, natural non-invasive treatments, and guidance in learning self-help techniques that are generally not covered by insurance, the access to this help is offered on a sliding scale or free or donation basis. The organization also arranges and promotes clinics where low cost treatment can be found, as well as maintains a database of providers who are interested in helping those in need. The focus is on long-term well being of body, spirit and mind. Heal One World also offers people in need a forum to ask questions and state their issues, and helps them find the best provider to help them reach their goal of health.

Healthy Ever After Program at Torrance Memorial Medical Center
In order to help change kids’ unhealthy eating habits, a program called Healthy Ever After was created for the Torrance by Torrance Memorial as part of the hospi- tal’s Community Benefit Program. Funding is provided by the Lundquist Cardiac Research Foundation, LLC. The ultimate goal of the pro- gram is to teach kids about making the right choices and enlighten them on healthy lifestyles. Healthy Ever After launched in January of 2012. The program has drawn in 5,600 students in Torrance from ten local elementary schools with more to come.

A related program, Healthy Ever After – Kids, is a fun and interactive series of six meetings for overweight children, ages 9 to 12. While kids are making new friends, a team of nutrition and fitness specialists teach and encourage the participants to make choices for a healthier future.

Inglewood Imaging Center, LLC
Inglewood Imaging Center, LLC was developed out of a passion to bring advanced radiology services to the Los Angeles communities. The company is comprised of 30 radiologists and has pioneered a number of efforts countywide, including EMR interface development, radiology “cloud.”

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image distribution; and the pioneering of the development of a “virtual” integrated delivery business model.

In short, Inglewood Imaging Center has evolved into the region’s top performing outpatient radiology center by embracing change, putting the MD and patient first and delivering top-notch technology to an economically challenged region. IC invested millions of dollars into its state-of-the-art imaging center to ensure that patients receive the most accurate medical imaging tests possible. Despite this, the Center’s community-minded focus has kept its IP scalable and addressing the fragmented nature of the lower income zip codes of LA County which are vitally important to all LA Citizens.

Institute for Advanced Laser Dentistry, The
The Institute for Advanced Laser Dentistry (IALD), founded in 1999 by Dr. Robert H. Gregg and Dr. Delwin K. McCarthy, is one of few non-profit educational and research centers committed to reaching patients from underserved communities who, out of fear and lack of financial resources, avoid therapy for gum disease. Dedicated to providing evidence-based clinical training in advanced laser dentistry therapies, with more than 38 certified instructors who train dental professionals in laser dentistry techniques, the IALD’s ultimate goal is to help increase the percentage of patients seeking treatment for periodontitis to that which equals the percentage of patients who seek general dental care. Since its establishment in Cerritos, California, the IALD has achieved national recognition for its continuing education (CE) programs and innovations in the treatment of gum disease. Accredited by the American Dental Association Continuing Education Recognition Program, the IALD has trained doctors from around the world in the LANAP procedure to treat more than 2 million patients globally.

National Readmission Prevention Collaborative
In October 2013, Dr. Josh Luke, an experienced hospital CEO, founded the National Readmission Prevention Collaborative (NRPC). The mission of the NRPC is to showcase Best Practice case studies in patient-centered care, coordinated care models and preventing unnecessary hospital admissions. NRPC email subscribers have grown to more than 80,000 nationally since October 2013. The products and tool kits available on the website are a collaboration of expertise form around the country. Also, NRPC developed the Certified Readmission Prevention Professional certificate for healthcare workers around the country who wish to become experts on the topic of care coordination.

NRPC has successfully provided support and expertise to health systems, hospitals, doctors, clinics, nursing homes, hospices and individual caretakers in Los Angeles and across the country. The NRPC raises money to donate to the Alzheimer’s Association.

T.H.E. Health and Wellness Centers
For more than four decades, T.H.E. (To Help Everyone) Health and Wellness Centers has been improving the well-being of in-need, under served communities in Los Angeles by providing access to high-quality healthcare and preventive education for all, regardless of ability to pay. While being mindful of the diverse cultural, social and economic factors that make up the foundation of the community.

More than 18,000 patients strong, T.H.E. accomplish this with a talented medical team, and by developing personal relationships with its patients, offering a comprehensive array of healthcare services, and encouraging and educating the community to take a proactive role in developing healthier lifestyles for themselves, their families and for future generations to come. In short, T.H.E. Health and Wellness Centers improves the health and well being of the Los Angeles communities it serves by providing excellent and affordable preventive, primary and behavioral health care, accessible to all.
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Five Years after the ACA: Will Managed Care and Disruptive Healthcare Come Together?

By HARRY NELSON

We are entering Year Five since the enactment of the Affordable Care Act. It has been and continues to be a time of transformational change across the industry. As healthcare lawyers, people are curious about our impressions of the impact of the ACA and its future.

We often relate that the ACA has been a mixed bag, with winners and losers. For some patients, the last five years have brought new access to care via government marketplaces, subsidies, and Medicaid expansion. For others, the last five years have seen the erosion of their health plan benefits and more out-of-pocket spending.

Similarly, for some providers, many ACA initiatives have been aimed at reducing hospital admissions, suppressing acuity to lower level care settings. Physicians have migrated into larger, hospital-affiliated and managed care-oriented groups. Long-term care providers face new anti-fraud initiatives and the transition to Medicaid managed care. Outcomes-based reimbursement appears to translate into more work for the ACA and the transition to Medicaid managed care.

For other healthcare providers, such as drug treatment centers, retail clinics, device manufacturers, and developers of mobile medical apps, the last five years have been a time of significant growth and opportunity. In some instances, such as behavioral health, new insurance coverage opened up by the ACA and other laws (e.g., the Mental Health Parity and Addiction Equity Act), have fueled the growth. In other instances, such as retail clinics, urgent care centers, and concierge practices, patients have demonstrated newfound willingness to pay out-of-pocket for convenience.

As lawyers taking on client engagements one at a time, we have seen a striking contrast between these two groups of providers. Clients in the Medicare system ask for help with government investigations. They bring us fraud charges and False Claims Act cases to defend. They ask for help with reimbursement disputes and navigating a landscape fraught with risks, from anti-kickback concerns to privacy and data security breaches. Transactions tend to reflect consolidation:

On the other side of our practice, our clients who are innovating in healthcare growth sectors, ask for help navigating investment opportunities and meeting regulatory requirements for new business models. The questions are challenging not because the government is upon them, but because they are often in uncharted regulatory territory: can we do this via a smartphone app? Doesn’t the minimum essential coverage require insurers to pay for that?

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Consumer realization of the eroded value

At first glance, it seems strange for such a traditional organization to venture into such cutting edge territory. On reflection, though, it is a sign of smart planning for the next generation of patients.

The project highlights the way in which the lines are likely to blur ahead that both poses challenges and offers opportunities for players on both “sides” of the divide. Here are five trends to watch that are likely to reflect the convergence:

What Will Patients Pay For?
Consumer realization of the eroded value

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Making Every Heartbeat Count

By DEBBIE KEASLER, RN and RAMA K. THUMATI, M.D.

Do you know someone who has heart disease?

By WILLIAM GRICE

California is home to people from more than 140 countries — including Latinos, who make up 38 percent of the state’s population according to the U.S. Census Bureau. While the health care industry strives to deliver high-quality care to diverse memberships, there are gaps in outcomes. On average, ethnic minorities are in poorer health and have higher disease and mortality rates than the rest of the population, according to the Centers for Disease Control and Prevention.

These kinds of health care disparities can have a significant impact on your business by potentially presenting manageable chronic conditions such as diabetes and obesity account for 75 percent of health care costs — but they affect minorities in very different ways. For example, Latino adults are nearly twice as likely to be diagnosed with diabetes as non-Hispanic whites, according to the Office of Minority Health. That’s why it’s important to choose a health care partner that addresses the unique needs of your employees.

What is culturally responsive care?

Culturally responsive care respects the health beliefs, values, and behaviors of diverse populations. It requires a commitment from doctors and other caregivers:

- to understand the different ways members react in a clinical setting
- to research and be responsive to their specific needs
- to better communicate with members to support positive health outcomes and the reduction of ethnic health disparities

Improve access to care with Kaiser Permanente

For 70 years, our integrated approach has enabled us to deliver high-quality care to our members. Our health plan, hospitals, and caregivers are made up of one organization, working together to identify and resolve the health disparities of the 2 million Latinos in our membership. Here are just a few ways we help eliminate cultural barriers to care:

- Clinical modules — At these modules, staff members speak the same language and understand the culture of the Latino members:
  - Latino Primary Care Module — Cudahy, East Los Angeles, Montebello, Sacramento, and San Francisco
  - Latino Family Health Center Module — Oakland
  - Latino Family Practice Module — Garden Grove
  - Spanish Medicine Module — Santa Clarita

- SpanishObstetrics and Gynecology Module — San Jose
- Spanish Primary Care Module — San Francisco
- Interpreter services — With qualified bilingual staff and our 24/7 on-call interpreter program, members have access to live interpreters, helping them communicate more effectively.
- Translated materials — Guidebooks, newsletters, and brochures available in Spanish cover more than 40 different topics, including diabetes care, mental health, and medications.
- La guía en español — At kphp.org/espanol, members can access information and online services in Spanish, including a health encyclopedia, healthy lifestyle programs, and educational videos.

Institute for Culturally Competent Care — The institute provides our caregivers with expert consultation on cultural responsiveness issues, training and education for clinical and other staff, and tools to help physicians understand cultural differences and communicate with their patients.

Using technology to advance culturally responsive care

Culturally responsive care is supported by Kaiser Permanente’s HealthConnect, our industry-leading electronic medical record. While only 7 percent of physicians across the country can track their patients’ preferred language (according to the Center for Studying Health System Change), all of our doctors can see a member’s ethnic background and language preferences.

KP HealthConnect also allows us to research best practices for different ethnic groups. One of our studies showed that children born prematurely to mothers who had anemic fluid infections were more likely to have asthma — and that the risk for Latino children was 70 percent higher (according to the Archives of Pediatial and Adolescent Medicine). With that information, we can provide targeted care to Latino mothers-to-be.

Give your employees a healthier bottom line

When your employees get the right care in their own language, they can avoid unnecessary time away from work and have more effective office visits — which can increase employee satisfaction. And because it’s more effective, it may help you decrease your medical and disability costs.

William Grice is Executive Director, Kaiser Permanente Los Angeles Medical Center.
HEALTHCARE LEADERSHIP AWARDS 2015

Academic Medical Centers and the Value of Innovation

By JOSEPH ALVARNAS, M.D.

Over the past five years, the U.S. healthcare system has plunged into an extraordinary process of reinvention. The impetus for this change was the unprecedented growth of the Patient Protection and Affordable Care Act (ACA). The most visible early goals of the ACA were to expand access to healthcare coverage. On a deeper level, however, the ACA formalized a push to create a new economic model for the payment of healthcare services that could reduce costs. This new economic model was inextricably linked to a national quality strategy whose goal was to assess and reward value in healthcare. While the ACA may have precipitated this healthcare transformation, American healthcare economics are the ultimate driver. In 2009, the United States spent more than $2 trillion on healthcare (16% of gross domestic product), more than any other country in the world. If unchecked, by 2019, the projected cost will grow to an unprecedented $4.3 trillion. Despite this expenditure, there is a vast disconnect between healthcare costs and many key outcomes measures. The Congressional Budget Office estimates that 30% of all healthcare dollars are spent on unnecessary tests, procedures and medical visits. Cancer care is a focus of cost cutting. While people suffering from cancer account for less than 3% of the population, they consume almost 10% of all healthcare expenditures. In 2010, cancer care costs were $124.6 billion. By 2020, this is projected by the American Cancer Society to rise by 39% to $172.8 billion. In the process of trying to shift from the fee-for-service mode of payment to a payment system that rewards value delivery, there has been a rush to apply performance measures to all aspects of healthcare, including cancer care. Unfortunately, the growing array of nationally endorsed performance measures is ill-suited to assessing value-delivery in academic cancer centers. The multidimensional nature of value delivery for academic cancer centers does not lend itself easily to the Centers for Medicaid and Medicare Services (CMS) obsession with traditional healthcare metrics. As a result, we are measuring the wrong things, like individual processes, but not the economics that we value the most, like survival and cure rates. There are rewards for giving chemotherapy on time, but none for ensuring that it was the correct therapy based upon that patient’s genetic information, and none for creating new cancer treatments. The one-size-fits-all approach to judging performance devalues innovation and specialty care services. If we are seeking to reward value delivery, then we have chosen the wrong model: one that ignores and devalues what academic cancer centers do best. If we want to reward value, we need to begin with a clearer vision of what it is that we supposed to be doing. For an academic cancer center, the portfolio of value delivery includes providing care services not available in the community setting: caring for patients with advanced stage/refractory cancers; developing and leading investigational therapeutic concepts; developing new best practices; providing national leadership on cancer care practice guidelines; creating new tools for patient-centered care; addressing issues of equitable care delivery; training the next generation of physicians and scientists; and developing new models for increasing care efficiency for high-risk patients whose care requires intensive resources.

Cancer care is evolving at a breakneck pace with new scientific discoveries leading to the rapid and dramatic evolution of best practices. Academic cancer centers are the information technology discoverers and leaders in this race to improve patient outcomes. The mission of these centers is to break new scientific ground that translates rapidly into innovative treatments for patients whose needs cannot be met by existing technologies. As such, value delivery at these centers should be measured by innovation and mission-based metrics. These include:
- Translational trial development and performance
- Creation of new healthcare technologies
- Development of new best practices
- Care of underserved/ineffectively served patients
- Development of innovative surgical techniques
- Community engagement; and
- Effective education and training activities.

A failure to integrate innovation into the cancer care value assessment system relegates us to treating tomorrow’s patients with yesterday’s treatments. As we move forward, it will be essential to ensure that the economics of cancer care align with the goal of providing the best known care to patients in need while creating the new technologies that will ensure that future generations will not have to suffer in the same ways. Getting it partly right is a profound disservice for patients suffering from potentially life-ending illnesses.

Joseph Alvarnas, M.D. is Director of Medical Oncology at City of Hope.

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of insurance benefits has led to a growing focus on what patients will pay for out of pocket. While a decade ago, this question may have occupied plastic surgeons, medical spas, and weight loss clinics, today, we see an expansive range of resources that blend convenience and dramatic value-added technology to meet consumer demand. In the near term, traditional organizations may focus on government-regulated fee-for-value methodologies, but in the long-term, the entire industry will use a market-based approach in which consumers vote with their credit cards for the care that provides the best value.

Lower Prices

Hand in hand with a convergence around the question of what patients are willing to pay for out of pocket is a focus on cutting costs in order to drive pricing down. One of the greatest sources of patient frustration in the traditional healthcare has been the lack of price transparency and abundance of confusion over what things costs. By contrast, one of the biggest attractions of healthcare innovation has been identifying value propositions that consumers want and making cost transparent. Consumers increasingly expect to be able to check prices in the environment of choices among providers.

Wellness

For health plans and large employers, workplace wellness is key to driving down the cost of preventable health conditions along with employment-related expenses like absenteeism and turnover. For consumer-focused companies, the wellness marketplace is rich with opportunities for new products (e.g. wearable technology) and new services (e.g. personalized treatments and calorie-counting and exercise apps).

Privacy, Security, and Data Analytics

Perhaps the greatest point of unity today is data security and privacy. The entire industry is waking up to the likelihood that is data breach are an eventuality for everyone. Aside from a shared concern about compliance with HIPAA, both camps are sensitized to patient concerns for how protected their data is. Beyond risk, everyone is focused on the opportunity presented by aggregating and integrating data and using analytics to predict consumer behavior and drive engagement strategies.

mHealth

Smart phone-driven healthcare solutions may be the emblem of the disruptive healthcare world today, but the way in which they are redefining the consumer experience has profound implications for traditional healthcare. In the not-too-distant future, expect to see traditional healthcare providers disseminating mobile health apps for a range of functions: personalized health information, interactive dialogue between patients and providers, appointment scheduling, and telementoring for a range of health conditions.

Harry Nelson is the co-founder and managing partner of Nelson Hardiman LLP and counsels a wide range of healthcare providers on regulatory compliance, response to civil investigations and enforcement, and health care business issues and challenges. For more information, visit www.nelsonhardiman.com or call (310) 303-2809.
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At the Event

[Images of people and scenes from the event]