Dear Member:

Please join us April 22-24, 2015, for HASC’s Annual Meeting, a great gathering for health care leaders looking to drive change and achieve results. This year’s theme—Resilience: Why Things Bounce Back—will play out at the beautiful Park Hyatt Aviara Resort in Carlsbad.

Our 2015 speakers are visionaries who will evoke thoughtful discussion and reflection. You’ll hear about the real results of ACOs and what we learned, new health plan partnerships, and becoming more resilient.

Some of the speakers include:

- Andrew Zolli, author of Resilience: Why Things Bounce Back, and executive director of innovation network, PopTech
- Daniel Kraft, MD, physician-scientist, inventor, entrepreneur
- C. Duane Dauner, CHA president and health care advocate
- Platon, award-winning photographer and human rights activist

The 2014 Annual Meeting drew more than 500 attendees, including more than 80 hospital CEOs, 125 C-suite executives and a broad range of sponsor representatives.

Attendees, family members and guests can participate in the golf tournament, round-robin tennis, networking events and the packed agenda of speakers.


GARY WILDE
2015 HASC Chair

JIM BARBER
HASC President & CEO
Resilience: Why Things Bounce Back

Andrew Zolli, an acclaimed leader in the fields of global foresight, social innovation and resilience, will surprise us with insight on the characteristics of resilient enterprises. Business disruptions are almost always unforeseeable. The most resilient enterprises can be highly improvisational when a disruption occurs. This session, Zolli will look at critical trends and forces shaping the decade to come, discuss the bases that limit our understanding of resilience, and explore new ways organizations can create more resilient cultures.

10:30 – 11:30 a.m.
Daniel Kraft, MD

The Future of Health and Medicine: Where Can Technology Take Us?

Take a deep dive alongside Daniel Kraft, MD, and see how low cost personal genomics, the digitization of health records, crowd sourced data, molecular imaging, wearable devices and mobile health, synthetic biology, systems medicine, robotics, artificial intelligence, nanotechnology, 3D printing and regenerative medicine are transforming health care, clinicians, and patient involvement to deliver better care and outcomes at lower cost. His engaging talk will focus on the integration of biomedicine, information technology, as well as wireless and mobile technology—the era of digital medicine.

11:45 – 12:45 p.m.
Member & Guest Buffet Lunch

1:00 – 3:00 p.m.
Concurrent Breakout Sessions

Destination Population Health: Achieving Cultural Engagement
Panellists: Tamzin Bradfield, Executive Vice President, MemorialCare Health System; Steve Geidt, CEO, Saddleback Memorial Medical Center; Jim Leo, MD, Director of Best Practices and Clinical Outcomes, MemorialCare Health System

Moderator: Jennifer Tomasik, Center for Applied Research

The Role of Leadership in Health Care Cyber Security
Panelists: Doug McKeever, CalPERS; Barbara Wachsman, Disney; Michelle Jaross, CalTech

Moderator: Sam Glick, Oliver Wyman

Two Southern California Partnerships and How They Address the New Environment
Panelists: Tammie Brailsford, Executive Vice President, MemorialCare Health System; Steve Geidt, CEO, Saddleback Memorial Medical Center; Steve Geidt, CEO, Saddleback Memorial Medical Center; Jeff Thompson, MD, Mercer

Moderator: Sam Glick, Oliver Wyman

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Moderator: Sam Glick, Oliver Wyman

09:45 – 10:45 a.m.
Platon: A Global Visionary’s Perspective

Witness an amazing look at portraits of world leaders and civil rights movements throughout the world at this fascinating session featuring Platon, master storyteller and award-winning photographer for The New Yorker. Get a breathtaking glimpse into Platon’s global reach by seeing portraits from his book titled Power, a collection of portraits of more than 100 world leaders, including portraits of Barack Obama, Mahmoud Ahmadinejad, Hugo Chavez, Tony Blair, Robert Mugabe and Muammar Qaddafi. Platon encapsulates the moments of our history and our connectivity across borders.

Jim Barber, Summary Remarks
Our Speakers Continued

Jim Leo, MD
Jim Leo, MD, is Medical Director of Best Practices and Clinical Outcomes, MemorialCare Health System. A graduate of MIT, Dr. Leo received his MD from the University of California at San Francisco. He holds board certification in internal medicine, critical care medicine, and emergency medicine, and has practiced critical care medicine and internal medicine at Long Beach Memorial Medical Center for 24 years. Dr. Leo is recognized regionally and nationally for promoting innovative programs to engage medical staff and hospital personnel in quality initiatives that save lives. He has led Long Beach Memorial Medical Center’s participation in the Institute for Healthcare Improvement’s 100 Thousand Lives campaign and the 5 Million Lives Saved from Harm campaign.

Jennifer Tomasik, Principal, heads Center For Applied Research’s health care group. She has worked with leaders in the health care sector for nearly 20 years, with a focus on public health policy, clinical quality measurement, strategic planning, effective implementation, governance and organizational and cultural change. Her published work has appeared in the Milbank Quarterly and hospital centers. The American Journal of Medicine and several books focused on population health and health care management. A Fellow of the American College of Healthcare Executives, in 2011 she won the Regent Award for Early Careerist from the American College of Healthcare Executives Rhode Island Chapter, where she is currently President of the Board. She holds a Master of Science in Health Policy and Management from the Harvard School of Public Health and is a founding member of CIAS’s practice areas in Strategy and Collaboration.

Steve Scott
Steve Scott is the Vice President and General Manager of Large Group for Anthem Blue Cross. Previously at Anthem Blue Cross, Scott has served as General Manager for the Public Entities business unit; directed customer service, claims, and enrollment functions; managed the Employee Program; served on merger and acquisition integration teams; and developed business growth with affiliated companies throughout the country. Prior to joining Blue Cross, Scott worked as an employee benefits consultant with the Los Angeles office of Mercer. He is a member of the Board of Directors for California Healthcare Performance Information System, the Integrated Health Association, and the Los Angeles Area Chamber of Commerce.

Jeff Thompson, MD
Jeff Thompson, MD, Senior Health Care Consultant, Mercer, directs employer-led supply side discussions with hospitals and health systems to reduce variation. Issues include: ACOs development, medical tourism, bundled payments and warranty programs, national and regional centers of excellence: experience, clinical auditing and assessments of care management, building utilization and disease management programs, pharmacy and mental health integration, developing evidence based benefits, and reviewing provider contracts. He is a member of the American Hospital Association since 1985. He has been active in national hospital and health care issues, serving on a number of American Hospital Association and American College of Healthcare Executives boards and committees. The author of a book and numerous articles, he is a nationally known leader on health issues and a lecturer at several university graduate programs in California. Thompson has been president of the California Hospital Association since 1985.

Jennifer Tomasik, Principal, Heads Center For Applied Research’s Health Care Group. She has worked with leaders in the Health Care sector for nearly 20 years, with a focus on public health policy, clinical quality measurement, strategic planning, effective implementation, governance and organizational and cultural change. Her published work has appeared in the Milbank Quarterly and Hospital Centers. The American Journal of Medicine and several books focused on population health and health care management. A Fellow of the American College of Healthcare Executives, in 2011 she won the Regent Award for Early Careerist from the American College of Healthcare Executives Rhode Island Chapter, where she is currently President of the Board. She holds a Master of Science in Health Policy and Management from the Harvard School of Public Health and is a founding member of CIAS’s practice areas in Strategy and Collaboration.

BREAKOUT SESSIONS

1 – 2:15 PM

Destination Population Health: Achieving Cultural Engagement
Panelists:
Tannnie Brailsford, Executive Vice President, MemorialCare Health System
Steve Geldt, CEO, Saddleback Memorial Medical Center
Jim Leo, MD, Director of Best Practices and Clinical Outcomes, MemorialCare Health System
Moderator: Jennifer Tomasik, Center for Applied Research

Moderator Jennifer Tomasik will frame an interactive discussion about how to address many of the cultural shifts that organizations face as they transform from an episodic, reactive care organization to a proactive, continuous and coordinated care model. What can be done to change mindsets at every level to think beyond the hospital walls and to act in ways that support the entire lifecycle of care—consistent with a population health approach? We will discuss organizational strategies to move from alignment to true engagement, with the goal of delivering care that is feasible at the lowest cost and managing the health of populations for optimum outcomes.

Executives from MemorialCare will share their experiences and reveal some of the most important lessons they have learned along the way. And then we’ll open it up to your questions and observations.

Purchasing Medical Innovation: The Right Technology, for the Right Patient at the Right Price
James C. Robinson, Ph. D, MPH, Berkeley School of Public Health

Innovation drives quality improvement in health care, but it’s also causing unsustainable growth in public and private expenditures. Using data from Southern California hospitals and health systems, we’ll take a look at the drivers of increasing supply chain costs. How can we sustain the pipeline of new drugs, devices, and diagnostics that improve health, reduce risk, and extend life cost effectively? This session will take a look at health care technology, with a focus on the roles of insurers, physicians, hospitals, and consumers and the FDA. We’ll discuss how buyers, sellers, and users can improve the value of medical technology and attain better performance at lower cost.

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Higher deductibles, higher copays, more cost and quality information than ever before, and higher expectations from every health care encounter are the new consumer norms. Illustrated through case studies, this session will explore how the consumer healthcare marketplace is changing, what those changes mean for hospital systems, and how hospitals and other providers can take advantage of new market dynamics to serve their patients more effectively and improve financial results—both on their own, and through new types of partnerships with health plans. The rise of the consumer, impact of private and public exchanges, business risks to providers and new approaches to partner and effectively compete will also be addressed.

**BREAKOUT SESSION #2, 2:30 – 3:45 PM**

Two Southern California Partnerships and How They Address the New Environment

**Panelists:**
- Richard Abble, MD, Ph.D., St. Joseph Hoag Health System
- Juan Davila, Blue Shield of California
- Craig Leach, Torrance Memorial Medical Center
- Steve Scott, Anthem Blue Cross
- Moderator: Sam Glick, Oliver Wyman

Building on ideas discussed in The Changing Commercial Market, we’ll take a look at two emerging Southern California partnerships:
- Torrance Memorial Medical Center, as one of seven hospitals partnering with Anthem Blue Cross to form Vivity; and
- St. Joseph Hoag Health System, Orange County, partnering with Blue Shield

How are these models similar and how do they differ? What are the barriers to overcome? What does the future hold for these partnerships?

**BREAKOUT SESSION #2, 2:30 – 3:45 PM**

The Voice of the Purchaser

**Panelists:**
- Doug McKeever, CalPERS
- Barbara Wachsmann, Disney
- Michelle Jaross, CalTech
- Moderator: Gary Toebben, Los Angeles Area Chamber of Commerce

Surveys show that both large and small, public and private employers are more open to major change than at any time in recent history. Purchasers are pursuing a range of options including shifting from defined benefit to defined contribution models, the use of public and private exchanges, direct contracting with health systems and ACOs, the creation of centers of excellence models and more active engagement in health and wellness programs. Gary Toebben, Los Angeles Chamber of Commerce, will facilitate a dialogue with an expert group of California employers who will explain what they are planning and what they will be demanding of hospitals and health systems over the next few years.

**BREAKOUT SESSION #2, 2:30 – 3:45 PM**

The Role of Leadership in Health Care Cyber Security

**Faculty to be announced**

Expanded networked technology, Internet-enabled medical devices and electronic databases in administrative, financial and clinical arenas are essential improvements for care delivery and efficiency. But at the same time, technological improvements increase exposure to cybersecurity threats with the potential to create patient safety issues, financial loss and damage community reputation. The FBI and Department of Homeland Security have issued warnings about the threat of cyber terrorism against a hospital, which might include attempts to steal identity, fraudulently access health benefits or disable medical devices. Through case studies, this session will take a look at the role leaders should play and how hospital leaders can stay informed about cyber threats and protect hospital and health systems assets and reputation.

**OUR SPEAKERS**

**Richard Abble, MD**

Richard Abble, MD, President and Chief Executive Officer of St. Joseph Hoag Health, is also Executive Vice President and Regional Senior Executive for St. Joseph Health in Southern California. Previously, Dr. Abble was the President and Chief Executive Officer of Hoag Memorial Hospital Presbyterian. Formerly, he was Executive Vice President and Chief Medical Officer at Catholic Health Last, an East Coast health system comprised of 31 acute-care hospitals and 47 long-term care facilities. A board-certified internist and geriatrician, he practiced clinical medicine for more than 15 years, in private practice and as Clinical Assistant Professor of Medicine at Northwestern University in Chicago, and as an Associate Professor of Medicine at Wake Forest University in Winston-Salem, North Carolina.

**Tammie Bralsford**

Tammie Bralsford is Executive Vice President and Chief Operating Officer for MemorialCare Health System. She has held numerous leadership positions in the health care industry, including Administrator/CEO at St. Mary Medical Center In Long Beach, and CEO of Long Beach Memorial and Miller Children’s and Women’s Hospital Long Beach. She has also served as a Commissioner of the Long Beach Economic Development Commission, Assistant Clinical Faculty member for UCLA, Director on the Governing Board of Long Beach Memorial Medical Center, and she is a nominee for the American College of Healthcare Executives. She holds a Master’s in Healthcare Management from California State University Los Angeles, a Bachelor’s in nursing from Pacific Union College and a diploma in nursing from Niagara College in Canada.

**Juan Davila**

Juan Davila, Executive Vice President, Health Care Quality and Affordability at Blue Shield, leads Network Management, Health Care Services and WellSolution. He has been with Blue Shield since 2006. Previously, Davila served as senior vice president of Health Plan Network Management, where he was accountable for unit cost results for all provider group, hospital, and ambulatory surgery contracting for Blue Shield of California. Davila spent seven years at Health Net of California as vice president of Health Plan Network Management and, prior to that, vice president of Provider Network Management in Southern California. His health care career began at Prudential Healthcare in 1991. Davila earned an MBA with an emphasis on health care and finance at University of California, Irvine.

**Steve Geidt**

Steve Geidt, CEO, Saddleback Memorial (Laguna Hills and San Clemente) joined Saddleback Memorial Medical Center in 1981 and served in a variety of administrative positions before becoming Chief Executive Officer in 2002. Responsibilities at the 325-bed medical center include all physician, board, staff and community relations and the ongoing strategic development of Saddleback Memorial’s services and facilities to keep pace with the dynamically changing demographics of South Orange County. He also oversees the Saddleback Memorial Foundation and Saddleback Physician Services. Saddleback Memorial has been honored for high quality and efficiency as a Top 100 Hospital by Thomson Reuters, and as one of America’s 100 Best Hospitals by HealthGrades for the last three years.

**Sam Glick**

Sam Glick is a Principal in Oliver Wyman’s Health and Life Sciences practice. He focuses on consumer-centric health care, working with leading health plans, providers, employers, enablement companies, retailers, and venture capital firms to find innovative, engaging ways to bend trend. Glick is an author of several recent Oliver Wyman points of view, including A Billion-Dollar Decision: Chanting a New Course for US Healthcare Benefits and Private Exchanges Change the Game. He also leads Oliver Wyman’s private exchange research and intellectual capital development efforts, and is a regular speaker on private exchanges, and is quoted regularly in both the industry and popular press, including the New York Times.

**Michelle Jaross**

Michelle Jaross is Director, Benefits & Compensation, Total Rewards at California Institute of Technology. Her areas of expertise include corporate governance, compensation and benefit strategy development, vendor evaluation and contract negotiation, clinical quality evaluation, benefits systems selection and implementation, evaluation and optimization of human resource department structure, roles, and policies, and processes. Previously: Jaross was the Global Director of Benefits for Aviva/BlackRock. She spent nearly 10 years at Mercer, consulting to clients in the areas of health and group benefits, client management, compensation, and human resource effectiveness, in both the Sydney and Los Angeles Mercer Offices. She is a graduate of Santa Clara University and holds an MBA, Finance, Marketing and Strategy, from Claremont Graduate University.

**Craig Leach**

Craig Leach has been serving as President and Chief Executive Officer at Torrance Memorial Medical Center since 2006. Craig has been with Torrance Memorial for 30 years, including five years as the Chief Operating Officer and many years prior to that as the Chief Financial Officer. Leach was born and raised in Torrance, California. He graduated from Loyola Marymount University in 1977 and joined Torrance Memorial in early 1984. He is involved as a Board member with various health care related organizations including the California Hospital Association, Hospital Association of Southern California, ViVity Health Network, the Torrance YMCA and with Bishop Montgomery High School in Torrance.
BREAKOUT SESSION #1, 1 – 2:15 PM

The Changing Commercial Market

Sam Glick, Oliver Wyman
Jeff Thompson, MD, MCAccess

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customer are the new consumer norms. Illustrated through case studies, this session will explore how the consumer healthcare market is
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BREAKOUT SESSION #4, 2:30 – 3:45 PM

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BREAKOUT SESSIONS CONTINUED

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James C. Robinson, PhD

Sustainability principle-driven strategies in supporting the development and implementation of health technology assessment, health care payment, and delivery systems to reduce variation. Issues include: ACOs development, medical tourism, bundled payments and warranty programs, national and regional centers of excellence, clinical auditing and quality assessment, health care systems and disease management programs, pharmacy and mental health integration, developing evidence based benefits, and reviewing vendor programs and contracts— all of which seek to achieve the Triple Aim. Prior to joining the Chief Medical Officer for the Washington State Health Care Authority, where he did both supply and demand side purchasing, policy development, and provider relations. He earned his medical degree from the University of Nebraska and was a resident in Internal Medicine at Stanford.

Jennifer Tomasik

Traveling photography is a humanistic art form that sheds light on the human condition. Her photographs explore the visual expressions of human society and behavior, and document how people face the challenges of life through the lens of their daily lives. Tomasik has traveled to over 40 countries and her photographs are featured in numerous publications and exhibitions around the world. She is a member of the American Society of Travel Photographers and the International Society of Travel Photographers. The author of "Resilience: Why Things Bounce Back," she is known for her unique perspective on global resilience and her ability to capture and communicate the strength and resilience of individuals and communities around the world.

C. Duane Dauer

Steve Geidt, CEO, Saddleback Memorial Medical Center

Dr. Kraft is a Stanford and Harvard trained physician-scientist, inventor, entrepreneur and innovator. With more than 20 years of experience in clinical practice, biomedical research and health care innovation, he chairs the Medicine Track for Singularity University and is executive director and curator for FutureMed, a program that explores convergent, exponentially developing technologies and their potential in biomedicine and health care. He is board certified in both Internal Medicine and Psychiatry and has served as President of the Massachusetts General Hospital, and completed Stanford fellowships in hematology/oncology and bone marrow transplantation, and extensive research in stem cell biology and regenerative medicine.

Platon

Moderator Jennifer Tomasik will frame an interactive discussion about how to address many of the cultural shifts that organizations face as they transform from an episodic, reactive care organization to a proactive, continuous and coordinated care model. What can be done to change mindsets at every level to think beyond the hospital walls and to act in ways that support the entire lifecycle of care—consistent with the ACA?-development, medical tourism, bundled payments and warranty programs, national and regional centers of excellence, clinical auditing and quality assessment, health care systems and disease management programs, pharmacy and mental health integration, developing evidence based benefits, and reviewing vendor programs and contracts—all of which seek to achieve the Triple Aim. Prior to joining the Chief Medical Officer for the Washington State Health Care Authority, where he did both supply and demand side purchasing, policy development, and provider relations. He earned his medical degree from the University of Nebraska and was a resident in Internal Medicine at Stanford.

Jennifer Tomasik

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BREAKOUT SESSIONS

Purchasing Medical Innovation: The Right Technology, for the Right Patient at the Right Price

James C. Robinson, Ph. D. MPH, Berkeley School of Public Health

Innovation drives quality improvement in health care, but it’s also causing unsustainable growth in public and private expenditures. Using data from Southern California hospitals and health systems, we’ll take a look at the drivers of increasing supply-chains costs. How can we sustain the pipeline of new drugs, devices, and diagnostics that improve health, reduce risk, and extend life cost effectively? This session will take a look at health care technology, with a focus on the roles of insurers, physicians, hospitals, and consumers and the FDA. We will discuss how buyers, sellers, and users can improve the value of medical technology and attain better performance at lower cost.
Concurrent Breakout Sessions

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AGENDA

WEDNESDAY, APRIL 22

8 a.m. Golf Tournament, Shotgun Start
4 – 6 p.m. HASC Board Meeting
6 – 9 p.m. Welcome Reception and Buffet Dinner

THURSDAY, APRIL 23

2:30 – 4:45 a.m. CPO/COO Invitational Breakfast
2:30 – 4:45 a.m. Executive and Guest Breakfast
9 a.m. Welcome: Jim Barber, HASC President & CEO, and Gary Wilde, 2015 HASC Chair
9:15 – 10:15 a.m. Andrew Zolli

Brilliance: Why Things Bounce Back

Andrew Zolli, an acclaimed leader in the fields of global foresight, social innovation and resilience, will surprise us with insight on the characteristics of resilient enterprises. Business disruptions are almost always unforeseeable. The most resilient enterprises can be highly improvisational when a disruption occurs. In this session, Zolli will look at critical trends and forces shaping the decade to come, discuss the biases that limit our understanding and ensure surprises, and explore new ways organizations can create more resilient cultures.

10:30 – 11:30 a.m. David Kraft, MD

The Future of Health and Medicine: Where Can Technology Take Us?

Take a deep dive alongside David Kraft, MD, and see how low-cost personal genomics, the digitization of health records, crowd-sourced data, molecular imaging, wearable devices and mobile health, synthetic biology, systems medicine, robotics, artificial intelligence, nanotechnology, 3D printing and regenerative medicine are transforming health care, disasters, and patient involvement to deliver better care and outcomes at lower cost. His engaging talk will focus on the integration of biomedicine, information technology, as well as wireless and mobile technology—the era of digital medicine.

11:45 – 12:45 p.m. Member & Guest Buffet Lunch
1 to 3:30 p.m. Guest Event
1 – 2:15 p.m. Concurrent Breakout Sessions

Dedication, Population Health, Achieving Cultural Engagement

Panelists: Tammy Brailsford, Executive Vice President, MemorialCare Health System; Steve Geidt, CEO, Saddleback Memorial Medical Center; Jim Leo, MD, Director of Best Practices and Clinical Outcomes, MemorialCare Health System; Moderators: Jennifer Tomasik, Center for Applied Research

The Role of Leadership in Health Care Cyber Security

Panelists: Doug McKeever, CalPERS; Barbara Wachsman, Disney; Michelle Jaross, CalTech; Moderators: Gary Toebben, Los Angeles Area Chamber of Commerce

The Voice of the Purchaser

Panelists: Craig Leach, Torrance Memorial Medical Center; Steve Scott, Anthem Blue Cross; Moderators: Richard Afable, MD, Ph.D., St. Joseph Hoag Health System; Juan Davila, Blue Shield of California

The Changing Commercial Market

Panelists: Tammie Brailsford, Executive Vice President, MemorialCare Health System; Steve Geidt, CEO, Saddleback Memorial Medical Center; Steve Scott, Anthem Blue Cross; Moderators: Jennifer Tomasik, Center for Applied Research

The Future of Health and Medicine: Where Can Technology Take Us?

Take a deep dive alongside David Kraft, MD, and see how low-cost personal genomics, the digitization of health records, crowd-sourced data, molecular imaging, wearable devices and mobile health, synthetic biology, systems medicine, robotics, artificial intelligence, nanotechnology, 3D printing and regenerative medicine are transforming health care, disasters, and patient involvement to deliver better care and outcomes at lower cost. His engaging talk will focus on the integration of biomedicine, information technology, as well as wireless and mobile technology—the era of digital medicine.

2:30 – 3:45 p.m. Concurrent Breakout Sessions

Two Southern California Partnerships and How They Address the New Environment

Panelists: Richard Abbe, MD, Ph.D., St. Joseph Hoag Health System; Juan Davila, Blue Shield of California; Craig Leach, Torrance Memorial Medical Center; Steve Scott, Anthem Blue Cross; Moderators: Sam Kriak, Oliver Wyman

The Voice of the Purchaser

Panelists: Doug McKeever, CalPERS; Barbara Wachsman, Disney; Michelle Jaross, CalTech; Moderators: Gary Toebben, Los Angeles Area Chamber of Commerce

The Role of Leadership in Health Care Cyber Security

Panelists: Craig Leach, Torrance Memorial Medical Center; Steve Scott, Anthem Blue Cross; Moderators: Richard Afable, MD, Ph.D., St. Joseph Hoag Health System; Juan Davila, Blue Shield of California

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Friday, April 24

6:30 a.m. Ski Fun Run/Walk
7 – 8 a.m. Member & Guest Breakfast
9:00 – 9:45 a.m. C. Duane Dauner

Public Policy Outlook for California

After spending nearly three decades devoted to statewide representation and advocacy for California hospitals, C. Duane Dauner has earned his reputation as a national leader and expert on health issues. With the elections and impending effects of health care reform looming, you’ll not want to miss Dauner’s presentation during which he’ll provide insight and forecast major public policy actions and priorities. Long range plans for Reforming Health and Health Care will be unveiled, and a Q & A session will follow.

9:45 – 10:45 a.m. Plaza

Powerful Portraits: An Intimate Look at Humanity

Witness an amazing look at portraits of world leaders and civil rights movements throughout the world at this fascinating session featuring Plaza, master portraitist and award-winning photographer For The New Yorker. Get a breathtaking glimpse into Plaza’s global reach by seeing portraits from his book titled Power; a collection of portraits of more than 100 world leaders, including portraits of Barack Obama, Mahmoud Ahmadinejad, Hugo Chavez, Tony Blair, Robert Mugabe and Muammar Qaddafi. Plaza encapsulates the moments of our history and our connectivity across borders.

Jim Barber. Summary Remarks
Dear Member:

Please join us April 22-24, 2015, for HASC’s Annual Meeting, a great gathering for health care leaders looking to drive change and achieve results. This year’s theme—Resilience: Why Things Bounce Back—will play out at the beautiful Park Hyatt Aviara Resort in Carlsbad.

Our 2015 speakers are visionaries who will evoke thoughtful discussion and reflection. You’ll hear about the real results of ACOs and what we learned, new health plan partnerships, and becoming more resilient.

Some of the speakers include:

- Andrew Zolli, author of Resilience: Why Things Bounce Back, and executive director of innovation network, PopTech
- Daniel Kraft, MD, physician-scientist, inventor, entrepreneur
- C. Duane Dauner, CHA president and health care advocate
- Platon, award-winning photographer and human rights activist

The 2014 Annual Meeting drew more than 500 attendees, including more than 80 hospital CEOs, 125 C-suite executives and a broad range of sponsor representatives.

Attendees, family members and guests can participate in the golf tournament, round-robin tennis, networking events and the packed agenda of speakers.