



2015 HASC Annual Meeting

April 22 - 24 • Park Hyatt Aviara Resort • Carlsbad

BREAKOUT SESSIONS

BREAKOUT SESSION #1, 1 – 2:15 PM

Destination Population Health: Achieving Cultural Engagement

Panelists:

Tammie 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

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 the best care possible 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.

BREAKOUT SESSION #1, 1 – 2:15 PM

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.

BREAKOUT SESSION #1, 1 – 2:15 PM

The Changing Commercial Market

Sam Glick, Oliver Wyman

Jeff Thompson, MD, Mercer

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 market 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 Afaible, 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?



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BREAKOUT SESSIONS CONTINUED

BREAKOUT SESSION #2, 2:30 – 3:45 PM

The Voice of the Purchaser

Panelists:

Doug McKeever, CalPERS

Barbara Wachsman, 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 activist 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 system assets and reputation.

OUR SPEAKERS



Richard Afable, MD

Richard Afable, 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. Afable 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 East, 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 Brailsford

Tammie Brailsford 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/COO at St. Mary Medical Center in Long Beach, and CEO of Long Beach Memorial and Miller Children's and Women's Hospital Long Beach. Brailsford has served or currently serves as 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.

OUR SPEAKERS CONTINUED



Juan Davila

Juan Davila, Executive Vice President, Health Care Quality and Affordability at Blue Shield, leads Network Management, Health Care Services and Wellvolution. 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: Charting 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, benefit 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 Activision Blizzard. She spent nearly 20 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.

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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.



Doug McKeever

Doug McKeever, Chief of the Health Policy Research Division at the California Public Employees' Retirement System (CalPERS), develops and implements policies relating to the health benefits program, leadership and program direction of the CalPERS health plans rate negotiation strategies. He served as Project Director for the Health Benefits Purchasing Review Project, a major effort to develop a 3- to 5-year strategic plan for the CalPERS Health Benefits Program. McKeever previously served as Director of Juvenile Programs at the California Department of Corrections and Rehabilitation, where he oversaw the development and implementation of statewide medical, mental health, dental and education plans and policies. He serves on the Board of the Pacific Business Group on Health, the Board of the Public Sector Health Care Roundtable, and the Board of the National Coalition on Health Care.



James C. Robinson, PhD

James Robinson, Leonard D. Schaeffer Professor of Health Economics and Director of the Berkeley Center for Health Technology (BCHT) at the University of California at Berkeley, serves as Director at the Integrated Healthcare Association (IHA), Contributing Editor for *Health Affairs* journal, and as keynote speaker for conferences, policy roundtables, and board meetings. Dr. Robinson's research and teaching focuses on the biotechnology, medical device, insurance, and health care delivery sectors. He has published two books and more than 120 papers in peer-reviewed journals such as the *New England Journal of Medicine*, *JAMA*, and *Health Affairs*. His third recent book, *Purchasing Medical Innovation*, is forthcoming at the University of California Press in March 2015. At the IHA, Dr. Robinson plays a leadership role in value-based purchasing, episode-of-care payment, insurance benefit design, and Accountable Care Organizations.



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 Federal 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 Care 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 vendor programs and contracts – all of which seek to achieve the Triple Aim. Prior to joining Mercer, he was 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.



OUR SPEAKERS CONTINUED



Jennifer Tomasik

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 *Wharton Healthcare Quarterly*, *Healthcare Executive*, 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 CFAR's practice areas in Strategy and Collaboration.



Gary L. Toebben

Gary L. Toebben is President and CEO of the Los Angeles Area Chamber of Commerce. Toebben has served on the Mayor's L.A. Economy & Jobs Committee, the L.A. County Health Care Options Task Force, the City Council's Business Retention & Attraction Task Force and the Business Leaders Task Force on Homelessness. He was previously President of the Northern Kentucky Chamber of Commerce for seven years. He has served as Chairman of the Board of Directors of the American Chamber of Commerce Executives and is past chairman of Mobility 21, a seven-county regional transportation advocacy group. He is a graduate of the Center for Creative Leadership in Greensboro, North Carolina; Institute for Organization Management at the University of Colorado and the Academy for Organization management at Notre Dame University.



Barbara Wachsman

Barbara Wachsman is the Director of Strategy and Program Development for enterprise benefits for the Walt Disney Company, where she leads the strategic initiatives and benefits program development to identify and address Disney's long-term health care and retirement goals and objectives. Prior to this, Wachsman spent close to 20 years in senior management positions with two international benefit consulting firms, and served as Principal with Arthur Andersen, where she ran a regional benefits practice. She is a national speaker on topics such as provider/employer relations, effective managed care models and provider reimbursement models, wellness and incentives and has published articles in *Pension & Investments*, *Business Insurance* and specialty health care journals. She currently serves as the Board Chairman of the Pacific Business Group on Health and is a member of the Integrated Healthcare Association's Executive Committee.