January 5, 2007

To: Supervisor Zev Yaroslavsky, Chair
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: David E. Janssnn
Chief Administrative Officer

DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT ROBERT SPLAWN TO THE POSITION OF CHIEF, DEPUTY DIRECTOR, HS, CLINICAL & MEDICAL AFFILIATION (UC)

Consistent with the August 4, 1998 Board-approved policy on management appointments, we have reviewed and recommend Board approval of the attached Department of Health Services (DHS) requests to appoint Dr. Robert Splawn to the position of Chief, Deputy Director, HS, Clinical & Medical Affiliation (UC) at an annual salary of $275,062.68 ($22,921.89/month). The requested salary is in accordance with County Code provision established for the Chief, Deputy Director, HS, Clinical & Medical Affiliation (UC) flat rate per month. The County Code provides the compensation of this position to be set at a rate of up to 50 percent above the base rate of $15,281.26 monthly. The requested salary of $22,921.89 per month is 50 percent above the base and represents a 14.61 percent salary increase over Dr. Splawn’s current salary of $240,000 ($20,000/month).

As Chief, Deputy Director, Dr. Robert Splawn will function as the Senior Medical Director, Clinical Affairs and Affiliations and will direct the management, administration, provision and delivery of all medical and clinical services and programs for the Department of Health Services. This position also evaluates and provides a continued focus on development of the Department’s clinical leadership in the areas of Graduate Medical Education, clinical programs, medical staff development and performance, and service delivery to ensure achievement of uniform standards. This position’s overall responsibility includes oversight of affiliation agreements by developing and managing centralized tracking, control and negotiation of the medical school affiliation agreement to ensure such agreements meet the Departments goals and needs.
Currently, Dr. Splawn functions as the Medical Director for the J. Thomas McCarthy Center for Emergency Services with the California Hospital Medical Center. In this capacity, Dr. Splawn provides executive level oversight of emergency medical care and services provided by the hospital. In addition, Dr. Splawn is a member of several public policy and research committees, lectured at numerous conferences and meetings and he has extensive experience in oversight and management of national programs. In addition to his extensive experience, Dr. Splawn has a Doctor of Medicine from the Boston University School of Medicine and a Master's Degree in Health Policy and Management from the Harvard School of Public Health.

The Department indicates that the requested annual salary $275,062.68 is consistent with the level of experience and knowledge that he brings to this position. Based on the information provided by DHS regarding Dr. Splawn's experience and qualifications, we concur with their request to appoint him to the position of Chief, Deputy Director, HS, Clinical & Medical Affiliation (UC) at flat rate annual salary of $275,062.68.

Based on the information provided by the Department, we recommend approval of the Department's request. In accordance with the policy on managerial appointments, please advise this office if you would like this request placed on an upcoming agenda for Board action. Unless otherwise instructed by January 12, 2007, we will authorize DHS to proceed with this appointment.

If you have any questions or concerns regarding this appointment, you may call me or your staff may contact Latisha Thompson of this office at (213) 974-1157.

DEJ:SRH:DL
DJ:LT:bjs

Attachments -

c: Executive Officer, Board of Supervisors
   Director of Health Service
**NON-PHYSICIAN**

### MANAGEMENT APPOINTMENT REQUEST

| Candidate Name: | Robert G. Splawn, M.D. |
| Employee No.: | |
| NEW HIRE: | X |
| PROMOTION: | |

**I. FACILITY/PROGRAM**

**A.** Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

*SEE ATTACHMENT*

**B.** Describe where the position fits into the management organizational structure:

This position reports to the Chief Deputy Director, Health Services, who reports to the Director of Health Services

**C.** Describe the duties and responsibilities which reflect the scope and complexity of the position:

*SEE ATTACHED DUTY STATEMENT*

**D.** Indicate the candidate’s unique qualifications, special skills or abilities, work background or experience, etc.:

Dr. Splawn is Board Certified in Emergency Medicine and has a Masters Degree in Health Policy and Management from the Harvard School of Public Health. He also has a Bachelor’s Degree in Psychobiology from the University of California at Los Angeles and received his medical degree from Boston University School of Medicine. He is uniquely qualified to perform the duties of the Senior Medical Director of the Office of Clinical Affairs and Affiliations based on his extensive experience as a clinician and commissioner focusing on community and patients’ health issues relating to emergency and public health. For the past twelve years he has functioned as the Medical Director of the J. Thomas McCarthy Center for Emergency Services with the California Hospital Medical Center, providing executive level oversight of emergency medical care and services provided by this hospital.

Dr. Splawn is a member of several public policy and research committees. Dr. Splawn has lectured and presented at numerous conferences and meetings both nationally and locally. In addition, he has extensive experience in oversight and management of national programs. Dr. Splawn clearly possesses the necessary knowledge, skills and experience to successfully perform in this critical position.

**E.** Provide the candidate’s résumé or curriculum vitae – *Attach electronic copy*

*SEE ATTACHMENT*

**F.** Identify highest paid subordinate reporting to this position

<table>
<thead>
<tr>
<th>Name</th>
<th>Gail Lewis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee #:</td>
<td></td>
</tr>
<tr>
<td>Title:</td>
<td>Staff Analyst, Health</td>
</tr>
<tr>
<td>Base Monthly Salary:</td>
<td>$6673.64</td>
</tr>
<tr>
<td>Base Annual Salary:</td>
<td>$80083.68</td>
</tr>
<tr>
<td>Salary Range/Quartile:</td>
<td>94B, Step 5</td>
</tr>
</tbody>
</table>

**G.** Identify management position above the position requested

<table>
<thead>
<tr>
<th>Name</th>
<th>John Cochran</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee #:</td>
<td></td>
</tr>
<tr>
<td>Title:</td>
<td>Chief Deputy Director, Health Services</td>
</tr>
<tr>
<td>Base Monthly Salary:</td>
<td>$22492.60</td>
</tr>
<tr>
<td>Base Annual Salary:</td>
<td>$269911.20</td>
</tr>
<tr>
<td>Salary Range/Quartile:</td>
<td>R18</td>
</tr>
</tbody>
</table>

**II. HUMAN RESOURCES**

Certify that the position is vacant and budgeted – *Attach Item Control*

| YES | x | NO |

Verify current salary of the individual for whom the request is being submitted.

**CURRENT BASE SALARY:**

<table>
<thead>
<tr>
<th>Month</th>
<th>$20,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual</td>
<td>$240,000</td>
</tr>
<tr>
<td>Range, Quartile</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**NEW HIRE OR PROMOTION:** Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

**PERCENTAGE INCREASE OVER CURRENT SALARY:** 14.609 %

**PROPOSED SALARY:**

<p>| Monthly: | $22,921.89 |
| Annually | $275,062.68 |
| Range, Quartile: | Flat Rate |</p>
<table>
<thead>
<tr>
<th>Provide listing of all internal equivalent positions within facility/program – <em>Attach electronic copy</em></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SEE ATTACHMENT (n/a)</strong></td>
</tr>
<tr>
<td>Verify that candidate is listed on the appropriate Certification List and is reachable – <em>Attach electronic copy</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

R/ADMIN/IMS MAR Non-Physician Form 1/4/07
Robert G. Splawn

Candidate for
Senior Medical Director, Clinical Affairs & Affiliations

Los Angeles County-Department of Health Services

CONFIDENTIAL REPORT

October 2006

This report has been prepared for the exclusive use of Los Angeles County-Department of Health Services in conjunction with a search for a Senior Medical Director, Clinical Affairs and Affiliations. It is recommended that circulation be limited to designated executives concerned with the candidate selection process. The information contained herein has been voluntarily provided by Robert G. Splawn and is subject to verification by Korn/Ferry International.
## GENERAL INFORMATION

Name: Robert G. Splawn

## EDUCATION

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Degree</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987</td>
<td>Harvard School of Public Health</td>
<td>MPH</td>
<td>(Verification Pending)</td>
</tr>
<tr>
<td>1987</td>
<td>Boston University School of Medicine</td>
<td>MD</td>
<td>(Verification Pending)</td>
</tr>
<tr>
<td>1982</td>
<td>University of California at Los Angeles</td>
<td>BS</td>
<td>(Verification Pending)</td>
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</table>

## PROFESSIONAL AFFILIATIONS/CERTIFICATIONS/LICENSURE

<table>
<thead>
<tr>
<th>Year</th>
<th>Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>Diplomat, American Board of Emergency Medicine</td>
</tr>
<tr>
<td>1990</td>
<td>Physician Assistant Supervisor-State of California</td>
</tr>
<tr>
<td>1989</td>
<td>Diplomat, Federation of State of Medical Boards</td>
</tr>
<tr>
<td>1989</td>
<td>Advanced Cardiac Life Support Instructor</td>
</tr>
<tr>
<td>1988, 2004</td>
<td>Advanced Trauma Life Support</td>
</tr>
</tbody>
</table>
1988 Advanced Cardiac Life Support
1988 Pre-Hospital Care Medicine and Base Station Protocol
1988 Basic Cardiac Life Support

Licensure State of California

COMPENSATION

At CHMC, Dr. Splawn reports receiving:

Base Salary $240,000
Other Clinical practice income of $200,000

INTERNSHIPS

None listed

RESIDENCY

1987-1991 LAC/USC Medical Center
          Resident Physician, Department of Emergency Medicine

FELLOWSHIPS

1999 American College of Emergency Physicians
          Fellow
<table>
<thead>
<tr>
<th>Period</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2006-Present</td>
<td>HealthCare Partners Institute, HealthCare Partners Medical Group Director</td>
</tr>
<tr>
<td>Aug 2006-Present</td>
<td>Northridge Hospital Medical Center Staff Physician, Emergency Medicine</td>
</tr>
<tr>
<td>1994-2006</td>
<td>J. Thomas McCarthy Center for Emergency Services California Hospital Medical Center Medical Director</td>
</tr>
<tr>
<td>1993-1994</td>
<td>California Hospital Medical Center Assistant Medical Director, Emergency Services</td>
</tr>
<tr>
<td>1992-1994</td>
<td>St. John’s Hospital and Health Center, Emergency Department Staff Physician</td>
</tr>
<tr>
<td>June 2006-Present</td>
<td>HealthCare Partners Medical Group Director, HealthCare Partners Institute</td>
</tr>
<tr>
<td>2005-Present</td>
<td>County of Los Angeles Chairman, EMS Commission</td>
</tr>
</tbody>
</table>
CURRICULUM VITA

Robert Gregory Splawn, MD, MPH, FACEP

Education:

1986-87  Masters in Health Policy and Management
         Harvard School of Public Health
         Boston, Massachusetts

1982-87  Doctor of Medicine
         Boston University School of Medicine
         Boston, Massachusetts

1977-82  Bachelor of Science, Psychobiology
         University of California at Los Angeles
         Los Angeles, California

Post-graduate Training

1987-91  Resident Physician
         Department of Emergency Medicine
         LAC/USC Medical Center
         Los Angeles, California

Certification

1999    Fellow, American College of Emergency Physicians

1992    Diplomat, American Board of Emergency Medicine

1990    Physician Assistant Supervisor
         State of California

1989    Diplomat, Federation of State of Medical Boards

1989    Advanced Cardiac Life Support Instructor
Certification

1988, 2004 Advanced Trauma Life Support
1988 Advanced Cardiac Life Support
1988 Pre-Hospital Care Medicine and Base Station Protocol
1988 Basic Cardiac Life Support

Licensure

State of California

Staff Affiliations

8/06-present Staff Physician, Emergency Medicine
Northridge Hospital Medical Center

5/94-1/06 Medical Director
J. Thomas McCarthy Center for Emergency Services
California Hospital Medical Center
Los Angeles, California

4/93-5/94 Assistant Medical Director, Emergency Services
California Hospital Medical Center
Los Angeles, California

6/92-6/94 Staff Physician, Emergency Department
St. John's Hospital and Health Center
Santa Monica, California

Professional Activities

6/06-present Director, HealthCare Partners Institute
HealthCare Partners Medical Group

2005-present Chairman, EMS Commission
County of Los Angeles

2003-2005 Member, Attorney General's Task Force on Criminal Justice
Response to Domestic Violence

2003-2004 Vice-Chairman, EMS Commission
County of Los Angeles

2003-present Board Member
Days of Dialogue
2002-present  Advisory Board Member  
California Forensic Science Institute

2000-present  Commissioner, Emergency Medical Services  
County of Los Angeles

2005-present  Chair, Governance and Nominating Committee  
National Health Foundation

2004-present  Board Member  
National Health Foundation

2002-present  Vice-Chairman, Board of Directors  
California Hospital Medical Center Foundation

2002-present  Hospital Association of Southern California and EMS Agency  
"Joint Task Force on Bioterrorism"

2002  Advisory Board, Medical Pediatric Critical Care Committee  
County of Los Angeles

2001-2005  Secretary-Treasurer of the Medical Staff  
California Hospital Medical Center

2001-2004  Steering Committee and Chair of Policy Committee  
LA County Sexual Assault Coordinating Council

2001-present  Advisory Board  
Los Angeles Commission on Assaults Against Women

1999  Vice-Chairman  
Blue Ribbon Commission on Foster Care  
County of Los Angeles

1999-present  Board of Directors  
California Hospital Medical Center Foundation

1998-2006  Chairman, Credentials Committee  
California Hospital Medical Center

1999-present  Vice-President, Board of Directors  
Alliance for Children's Rights  
Los Angeles, CA

1999-2004  Domestic Violence Death Review Team  
County of Los Angeles
1998-2002  Executive Board Appointee
           Domestic Violence Task Force
           City of Los Angeles

1996-2000  Board Member
           Los Angeles Community AIDS Project
           California Community Foundation

1995-2000  Principal Investigator
           National Registry of Myocardial Infarction I, II, & III

1994-2005  President and CEO
           Metropolitan Emergency Physicians Group, P.C.
           Los Angeles, CA

1995-present  Member, Physicians Reimbursement Advisory Committee
              Department of Health Services, County of Los Angeles

1995-1997  Chairman, Clinical Care Committee
           California Hospital Medical Center
           Los Angeles, California

1996-2006  Chairman, Family Violence Coalition
           California Hospital Medical Center

1995-2006  Member, Executive Medical Board
           California Hospital Medical Center
           Los Angeles, California

1995-2005  Medical Director and Founder
           Sexual Assault & Domestic Abuse Response Team (1998)
           California Hospital Medical Center
           Los Angeles, California

1995-2001  Physician Advisor
           Emergency Preparedness & Medication Use, and Evaluation Team
           California Hospital Medical Center
           Los Angeles, California

1994-2006  Member, Performance Improvement Leadership Committee
           California Hospital Medical Center
           Los Angeles, California

1994-2005  Member, Credentials Committee
           California Hospital Medical Center
           Los Angeles, California
1994-2000  Affiliate Faculty, American Heart Association  
Los Angeles, CA

1994-1998  Board Member, Emergency Heart Care Committee  
American Heart Association

1992-present  ACLS/PALS Instructor  
American Heart Association

1992-1994  Member, Emergency Medicine Committee  
St. John's Hospital and Health Center  
Santa Monica, California

**Other Activities**

1989-1991  President, USC House Officers' Association  
LAC/USC Medical Center  
Los Angeles, California

Chief spokesperson representing over 800 residents and 
interns employed by the University of Southern California.  
Responsible for overall management of the Association, its 
officers and publications.  

Responsible for negotiations between USC and LAC 
administrators in matters including, but not limited to personnel 
and fiscal policies, wages and benefits, and quality assurance.  
Presiding officer of meetings of the Executive Committee and 
of the general membership.

1990-1991  Chairman, Patient Care Fund Committee  
LAC/USC Medical Center  
Los Angeles, California

Responsible of the review and subsequent approval of 
departmental begets for the purchase of equipment used 
to improve the quality and efficiency of patient care with a 
total budget of approximately $1.2 million.

1990-1991  Board Member, Laboratory Oversight Committee  
LAC/USC Medical Center  
Los Angeles, California

Responsible for examining laboratory testing practices and to 
determine appropriateness for patient care.
1990-1991

Board Member, Graduate Medical Education
LAC/USC Medical Center and affiliated hospitals

Intra-hospital residency review committee which serves to review and evaluate such specialty's curriculum and practices as it pertains to graduate medical education.

1988-1990

Board Member, Governing Council, California House Officers Medical Society (CHOMS)

Resident section of the California Medical Association. Councilor representing Region VI at the state level. Responsible for developing policies to protect the interests of resident physicians within the State of California and the population they serve.

1989-1990

ACEP Representative, California Emergency Medicine Resident Association (CAL-EMRA)

Served as member of the Executive Committee of CAL-EMRA. Assisted in organizing Annual Job Fair for emergency medicine residents. Represented the Association at CAL-ACEP meetings and other functions.

1987-1989

Board Member, Residents Advisory Council
Department of Emergency Medicine, LAC/USC Medical Center

1987-1989

Board Member, Affirmative Action Committee
USC School of Medicine and LAC/USC Medical Center

Responsible for developing policies and programs which pertained to retention of woman and minority house officers and attending staff within the medical center.

1989-present

Member, American College of Emergency Physicians

1989-1991

Member, Emergency Medicine Residents Association

1988-present

Member, California Medical Association

1988-1991

Member, California Emergency Medicine Residents Association

1988-1989

Vice-president, USC House Officers Association
1984-1987

National Chairperson, Board of Directors Student National Medical Association, Inc., Washington, DC

Chief Executive Officer of the tax-exempt, non-profit corporation, representing over 10,000 minority medical and pre-medical students, responsible for the supervision of all salaried and volunteer personnel at the national, regional, and local level. Responsible for the management and implementation of four national projects, two of which I personally developed; also responsible for overseeing five publications (two quarterly and three annual), standing and special committees. Responsible for coordinating the political, legal, and community affairs of the Association. Presenting officer of all Board of Directors' Meetings.

1984-1987

Board Member, Consortium of Medical Student Organizations

An organization composed of leaders of various national associations of allopathic and osteopathic medical students whose purpose was to facilitate communication among the member organizations, with the common goal of enhancing the ability of each organization to better serve the needs of the patient and the community as well as those of its own members. Responsible for representing the Student National Medical Association and its organizational meetings and determining policies, programs, and legislative agendas best accomplished by all organizations collectively.

1984-1987

Educational Consultant, UpJohn Pharmaceutical Company
Kalamazoo, Michigan

Awards/Commendations

2005  Southern California Physician Magazine- Cover Page
      Doctors Impact on Health Policy

2003  Minorities in Business Magazine
      Vanguard Award

2003  American Academy of Family Physicians
      Active Teacher in Family Medicine

2002  Los Angeles Physician Humanitarian of the Year

1998  Los Angeles Commission on Assaults against Women
      Humanitarian of the Year
1998  
"Outstanding Investigation and Prosecution"  
Certificate of Appreciation  
Los Angeles County District Attorney's Office

1997  
Commendation for Domestic Violence Prevention Program  
Los Angeles City Council

1997  
Domestic Violence Impact Award  
National Latina Alliance

1997  
Commendation, "Heart of the City Run against Domestic Violence"  
Supervisor Yvonne Brathwaite Burke

1997  
Commendation, The Congressional Record  
Congresswoman Lucille Roybal-Allard

1997  
Commendation, "Heart of the City Run against Domestic Violence"  
Lieutenant Governor Gray Davis

1997  
Commendation, "Heart of the City Run against Domestic Violence"  
Mayor Richard Riordan, City of Los Angeles

1997  
Commendation, Domestic Violence Prevention  
State Senator Hilda Solis

2/2000  
Los Angeles City Attorney James K. Hahn  
Conference Commemorating the 22nd Anniversary of the Domestic Violence Unit

Media/Events

5/06  
ABC World News Tonight  
"Impact of Diversion on Healthcare Delivery System"

9/05  
National Public Radio  
"The Looming Health Care Crises in LA County"

8/2004  
KRLA Radio  
Healthy Advice with Dr. Gene

7/2004  
Press Conference  
Violence Policy Center
"United States of Assault Weapon: Gunmakers Evading the Federal Assault Weapons Ban"

Los Angeles Sentinel
"Domestic Violence: A Quiet Deadly Epidemic"

Press Conference, Los Angeles
Assemblymember Mark Ridley Thomas
Response to Violent Crime in Los Angeles

KNX 1070
Interview: California's State Budget Crisis

Press Conference
Hospital Association of Southern California (HASC)-EMS Agency
Measure B: Trauma Initiative for Los Angeles County

Los Angeles Times
"ER Overcrowding Spreads Into Crises Territory"

Los Angeles Times
"County Foster Care Program is in Disarray, Report Finds"

Media One-Public Television
Supervisor, 2nd District, Yvonne Brathwaite Burke
LA County This Month with Yvonne Brathwaite Burke

National Public Radio
Interview: The Preparations for New Year's Eve

The Daily Journal
"The Doctor Is In: Unique Partnership Ensures Low-Income Children Have Access to Good Medical Care"

Press Conference
Los Angeles District Attorney's Office
Stolen Lives - Children Killed by Parents or Caretakers

Hearings

Roundtable on Gun Violence Prevention Strategies

Inaugural Town Hall Meeting of the 48th Assembly District Empowerment Congress
Impact of Governor's Budget on Health Care

Black Journalists Association of Southern California
Public Forum on Gang Violence
6/2003  Coro Foundation
**Health Care Leadership Roundtable**

1/2003  Inaugural Town Hall Meeting of the 48th Assembly District
Empowerment Congress
**California’s State Budget Crisis: Working Towards a Balanced Plan**

12/2001  Legislative Hearing of the California Assembly Select Committee on
Domestic Violence
**The Health Impact of Domestic Violence**

6/2000  Los Angeles City Commission on the Status of Women Hearing
**Is Los Angeles a Safe Place for Women?**


**Conferences/Lectures**

5/2004  California Hospital Medical Center
**Domestic Violence and Health Care: Making the Connection**

4/2004  Perinatal Multicultural Coalition
**Pregnancy and Domestic Violence**

3/2003  California Forensic Science Institute Forum
Homeland Security

5/2003  “Advocacy Day Training for Physicians in Training
California Hospital Medical Center

6/2002  USC Family Medicine Program at CHMC
Commencement Speaker

1/2002  Days of Dialogue
**6th Annual Leadership Dialogue**

12/2002  LA County, Comprehensive Perinatal Services Program (CPSP)
Provider Connection
**Perinatal Management of Domestic Violence**

10/2002  California Medical Training Center
**Advanced Training in Domestic Violence for Healthcare Providers**

10/2001  CHMC-Family Violence Prevention Program
The Media: It's Impact on Family & Community Violence

9/2001
Central Baptist Church
Domestic Violence is My Business, Your Business; It's Everybody's Business

6/2001
Transitions2Peace.com
5th Bi-Annual Violence Prevention Conference

11/2000
Inter-Agency Council on Child Abuse and Neglect & ICAN Associates-Nexus V
Collaborations with Health Care and Social Service Providers in Providing Services to Domestic Violence Victims

2002-2005
Los Angeles Police Department
LAPD's Major Assault Crimes Investigation Course
LAPD Domestic Violence Protocol & Injury Identification

11/1999
LAC-USC Medical Center Replacement Project
Environmental Impact Hearing Report Testimony

10/1999
Emergency Medical Services Authority
Annual Hospital Disaster Preparedness Conference
Ready, Set, Respond: A Race Against Time
"How Hospitals Deal with Disaster with a Small 'd'"

8/1999
Los Angeles Police Department
LAPD's Major Assault Crimes Investigation Course
Injury Identification

5/1999
Manual Arts High School
"Refuse to Abuse"

4/1999
CHMC Public Policy Breakfast Briefing
Family Violence

3/1999
SAEM Western Regional Research Forum
Medical Student Forum

3/1999
Women's Health Conference
Preparing for the New Millennium
Domestic Violence and Sexual Assault Panel

3/1999
Family Violence Seminar

9/1998
Inter-Agency Council on Child Abuse and Neglect & ICAN Associates
References

Nexus III

Available upon Request