County of Los Angeles
**CHIEF EXECUTIVE OFFICE**
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

August 9, 2011

ADOPTED
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES
12 August 9, 2011
SACHI A. HAMAI
EXECUTIVE OFFICER

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**RELOCATION EXPENSE REIMBURSEMENT FOR HOSPITAL ADMINISTRATOR II (UC) (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

## SUBJECT

Recommendation to approve relocation expenses for Mr. Delvecchio S. Finley to serve as the Hospital Administrator II (UC) of the Harbor-UCLA Medical Center within the Department of Health Services (DHS) of the County of Los Angeles.

## IT IS RECOMMENDED THAT YOUR BOARD:

Approve reimbursement of up to $25,000 for actual costs of relocating the family and personal residence of Mr. Delvecchio S. Finley and reimbursement for temporary housing rental costs.

## PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The purpose of this recommended action is to authorize the payment of actual relocation expenses related to moving the family and personal residence of Mr. Finley to the Los Angeles County area and temporary housing rental costs. Reimbursement will not include travel expenses for commuting purposes.

Reimbursement of actual relocation expenses and temporary housing rental costs is authorized subject to your Board's approval and is appropriate for the newly appointed Hospital Administrator II (UC) of the Harbor-UCLA Medical Center.

In addition, this recommendation was included in the contingent offer of employment made to Mr. Finley by DHS in order to recruit this candidate.

**Implementation of the Strategic Plan Goals**

Approval of this recommendation will further the County of Los Angeles Strategic Plan Goal of Health and Mental Health and allow for the hiring of an exceptional candidate who will assist DHS in a leadership capacity to improve outcomes and efficient use of scarce resources by promoting proven service models and prevention principles that are population-based, client-centered, and family-focused.

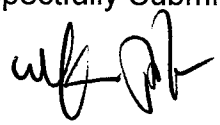
**FISCAL IMPACT/FINANCING**

The recommended relocation expenses of up to $25,000 will be paid from existing funds in DHS' 2011-12 Budget.

**FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On July 8, 2011, consistent with County policy on management appointments, your Board was provided the attached memorandum regarding DHS' request to appoint Mr. Finley to the position of Hospital Administrator II (UC), at an annual salary of $240,000.

Respectfully Submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:SAS
MLM:TL:gl

Enclosure

c: Executive Office, Board of Supervisors
County Counsel
Auditor-Controller
Health Services
Human Resources

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MICHAEL D. ANTONOVICH
Fifth District

July 8, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT DELVECCHIO S. FINLEY, TO THE POSITION OF HOSPITAL ADMINISTRATOR II (UC)**

Consistent with County Policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Delvecchio S. Finley, to the position of Hospital Administrator II (UC) at an annual salary of $240,000 ($20,000/month); placing him onto Management Appraisal and Performance Plan (MAPP) Tier I Salary Range R19. We have reviewed the request and concur with the attached DHS request to appoint Mr. Finley.

As Hospital Administrator II (UC), Mr. Finley will report to the Director of DHS and will function as the Chief Executive Officer of Harbor-UCLA Medical Center. In this capacity, Mr. Finley will be responsible for the operation of a large County hospital under the general supervision and direction of the Director of DHS. This position is responsible for the direction and management of healthcare services for hospital inpatient and outpatient populations, the integration and coordination of healthcare services, and the reconciliation of the goals and priorities for a large number of competing programs. This includes ensuring that the hospital operates efficiently and maintains established medical and healthcare standards. As the Hospital Administrator II (UC), Mr. Finley will also be responsible for developing, recommending, interpreting, and administering policies and procedures in compliance with federal, State and local laws and regulations, the Joint Commission, and other medical governing board rules and regulations pertaining to the administration and practice of medicine.

DHS indicates that Mr. Finley is an experienced hospital administrator with marked capability and skill managing the provision of medical services. He has over 7 years of experience as an administrator and leader in public and private health organizations in the major metropolitan market of San Francisco. This includes his current appointment with California Pacific Medical Center, where he has served as the Vice President – Support and Professional Services since 2009. In his current assignment, Mr. Finley provides executive level oversight of medical care and services provided by the hospital. He is regarded as an innovative and creative leader in healthcare administration. Mr. Finley is Board certified in Healthcare Management and he is a fellow in the American College of Healthcare Executives. Mr. Finley holds several leadership roles in local and national professional organizations. He is the recipient of numerous awards and professional honors, and his knowledge and expertise support his appointment as Hospital Administrator II (UC), at a proposed annual salary of $240,000.

Accordingly, the salary placement for Mr. Finley onto MAPP Tier I Salary Range R19, which represents a 26.7 percent increase from his current base salary; and a 5.43 percent decrease from his total calculated salary, is consistent with the level of experience and knowledge that he brings to this position and the increased scope of responsibility required for such a position in an organization the size of DHS.

In accordance with the policy on managerial appointments, unless otherwise instructed by your Board by July 22, 2011, we will advise DHS that authorization has been granted to proceed with Mr. Finley's appointment to Hospital Administrator II (UC) at an annual salary of $240,000, effective September 1, 2011.

In addition, this is to inform your Board that a request for reimbursement of relocation expenses of up to $25,000 will be recommended for your Board's approval on August 2, 2011. The recommended action was included in the contingent offer of employment made to Mr. Finley by DHS in order to recruit this candidate.

If you have any questions, please contact me, or your staff may contact Sheila Shima, Deputy Chief Executive Officer, at (213) 974-1160.

WTF:SAS
MM:TL:gl

Attachments

c: Executive Office, Board of Supervisors
Health Services
Human Resources

070811_HMHS_MBS_ FINLEY

# NON-PHYSICIAN
# MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Delvecchio S. Finley Employee No.:

(Check one) 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 Director, Department of Health Services.

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

SEE ATTACHMENT

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

The candidate is Board Certified as a Fellow with the American College of Healthcare Executives (FACHE) and has a Master's Degree in Public Policy from Duke University. He also has a Bachelor's degree in Chemistry from Emory University. He is uniquely qualified to perform the duties of the Hospital Administrator II (UC) of Harbor-UCLA Medical Center based on his experience in hospital administration and operations, focusing on community and patients' health issues relating to patient access and public health. He has functioned as the Vice President of Operations – Support and Professional Services at California Pacific Medical Center for the past year, providing executive level oversight of Surgical, Ambulatory Care, Ophthalmology, Dialysis services and several other care and facilities related health care provided by this facility. The candidate implemented several innovative efficiency measures which contributed significantly to ongoing improvements at this multi–campus healthcare organization. He previously functioned as Interim Chief Operating Officer and Hospital Associate Administrator at Laguna Honda Hospital and Rehabilitation Center and San Francisco General Hospital and Trauma Center respectively, from July, 2006 through October, 2009.

Mr. Finley is a member of several policy and research committees and has published numerous articles in highly respected Healthcare publications. In addition, he has extensive experience in oversight and management of the provision of patient centered care service programs. Mr. Finely clearly possesses the necessary knowledge, skills and experience to successfully perform in this critical position, particularly given the Department's charge to implement Healthcare Reform activities within a short time period.

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

SEE ATTACHMENT

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

Name. Employee #: Title: Clinical Nursing Officer II

Base Monthly Salary: $ 16,481.68 Base Annual Salary: $ 197,780.16 Salary Range/Step: S17, Step 12

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

Name: Employee #: Title: Director of Health Services

Base Monthly Salary: $ 29,583.33 Base Annual Salary: $ 355,000 Salary Range/Quartile: N/A

## 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: Month: $ 17,219.14 Annual: $ 206,629.68 Range, Step: n/a

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: 26.7%

PROPOSED SALARY: Monthly: $ 20,000.00 Annually: $ 240,000.00 Range, Quartile: R19, 4th Quartile

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy*

SEE ATTACHMENT

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES X NO ____

R:\ADMINISIIMS MAR Non-Physician Form 6/24/2011

# LOS ANGELES COUNTY HARBOR-UCLA MEDICAL CENTER
# ORGANIZATIONAL CHART

**Miguel Ortiz-Marroquin**
**Chief Executive Officer**

**Mary Werk**
**Director, Planning/Architecture**
--Child Care Center

**Karyl Smith**
**Human Resources**

## CLINICAL MANAGEMENT

**Gail V. Anderson, M.D.**
**Chief Medical Officer**

Medical Staff
Dennis Levin, M.D.
Associate Medical Director, Ambulatory Care

– Patient Safety Officer

Darrel W. Harrington, M.D.
Associate Medical Director, Medical Education

Department Chairs
Risk Management Advisor
Quality Improvement Advisor
Infection Control

**Peggy Nazarov, R.N.**
**Chief Nursing Officer**

### PATIENT CARE SERVICES

Anesthesiology Services
Internal Medicine Services
Surgical Services
Orthopedic Surgery Services
OR/PACU/OSSA/PAT/BOS/Endoscopy
Family Medicine Services
OB/GYN Services
Neurologic Services
Critical Care Services
Pediatric Services
Psychiatric Services
Ambulatory Care Services
Emergency Care Services
Employee Health
Radiology
Pathology

Nursing Staff
Thresia Nayagam, R.N.
Clinical Nursing Operations

Paula Siler, R.N.
Assoc. Nursing Director
Clinical Nursing Operations

Jeanette Miura, R.N.
Fiscal Management Systems

Grace Chacon-Talomo, R.N.
Professional Practice Affairs

Nurse Managers

## QUALITY ASSESSMENT & RESOURCE MANAGEMENT

**Susan Black, R.N.**
**Quality Assessment/ Resource Management**

**Elizabeth Magsino, R.N.**
**Quality Assessment**
--Clinical Outcome Data Monitoring
--Peer Review Program
--UHC Clinical Benchmarking

**Alda Bimbuela, R.N.**
**Resource Management**
--Pre-Admission Screening
--Utilization Review
--Data Management
--C.C.S Program

**Arlene Malatianan, R.N.**
**Clinical Resource Management**
--Clinical Pathway/Order Set Monitoring
--Case Management (CHP)
--Disease Management
--ORYX Core Measures
--CMS Data Reporting

Harbor's Liaison with Regional Services
--Contract Management
--Facilities Management
--Finance
--Human Resources
--Information Systems
--Materials Management
--Value Management

## REGIONALSERVICES

**Jody Nakasuji**
**Chief Financial Officer**
--Expenditure Management
--Patient Accounts
--Patient Financial Services
--Business Office CHC/HC
--Managed Care Contracts

**Sandy Mungovan**
**Chief Information Officer**
--IT Services
--IS Systems
--Health Information Management
--Medical Library

**Pat Brady**
**Director, Facility Management**
--Biomedical
--Facilities Maintenance
--Ground Maintenance

**Olivia Piedad**
**Interim Director, Materials Management**
--Clinical Support
·GPO
·Central Supply
--Operations
·Procurement
·Warehouse
--Support Services
·Linen
·Mail Room

**Miguel de los Reyes**
**Contracts Management**

**Sylvia Trejo**
**Value Management**

## OPERATIONS MANAGEMENT

**Calvin Kwan,**
**Interim, Chief Operations Officer**

**Julie Rees**
**Assistant Administrator**
--Bed Control
--Risk Management
--LAC Sheriffs

Programs:
--Accreditation
--Corporate Compliance
--Emergency Preparedness
--Environment of Care
--Licensing
--Public Relations

**Louise Flowers**
**Environmental Safety Officer**
--Environmental Services
--Hazardous Materials
--Radiation Safety

**Yvette Ruiz**
**Assistant Administrator**
--Clinical Social Services
·Pastoral Care
--Language Center (LEP Administrator)
--Nutrition Services
Employee Cafeteria

--Volunteer Services

Programs:
--DHS Diversity
--Quality and Productivity Awards
--Policies and Procedures

**VACANT**
--Neurology
--OB/GYN
--Pathology
--Pediatrics
--Pharmacy
--Psychiatry
--Radiology

Programs:
--Fixed Assets
--Infection Control

**Amy Lentz**
**Assistant Administrator**
--Anesthesiology
--Medicine
Resp. Therapy
--Surgery
Speech Therapy
Audiology
--Ortho Surgery
Rehab Therapy

Programs
--Trauma
--Renal Transplant
--GCRC

**Dawn Flores**
**Assistant Administrator**
--Ambulatory Care
·Referral Center
--Emergency Medicine
--Family Medicine
·Family HC
·Wilmington HC
·Gardena
--Community Health Plan
·Patient Relations
--Patient Advocate

Programs:
--AIDS Program (Cluster-wide)
--State Cancer Programs (BCEDP, etc.)

*APPROVED:*

Miguel Ortiz-Marroquin, CEO 1/31/2011

# DUTY STATEMENT – HOSPITAL ADMINISTRATOR II (UC)

This position is unclassified (at-will) and is distinguished by its executive and administrative responsibility for the operation of a large County hospital under the general supervision and direction of the Director of Health Services. This position is responsible for the direction and management of healthcare services for hospital inpatient and outpatient populations, the integration and coordination of healthcare services, and the reconciliation of the goals and priorities for a large number of competing programs. This includes ensuring that facilities operate efficiently and maintaining established medical and healthcare standards. The position also has primary responsibility for developing, recommending, interpreting and administering policies and procedures in compliance with federal, State and local laws and regulations, the Joint Commission (JC), and other medical governing board rules and regulations pertaining to the administration and practice of medicine.

**EXAMPLES OF DUTIES**

- Direct the development of both short-term and long range objectives for hospital operations and the achievement of those goals and objectives.
- Select key administrative and professional staff and direct the appointment of all other employees.
- Direct and evaluate key senior medical, nursing and administrative management staff.
- Direct hospital budget preparation and financial management programs, employee relations and contract development.
- Direct development of hospital policies and programs to address specific needs and goals.
- Establish and maintain liaison with the Board of Supervisors, other County administrative officials, the public, community groups, regulatory agencies, and federal, State and local organizations in matters which concern the hospital.
- Direct preparation of hospital reports for the Director of Health Services and outside agencies.
- Direct preparation of reports for authorized regulatory and accrediting agencies and ensures that corrective action is taken in response to identified issues.

# Delvecchio S. Finley, FACHE

## EXPERIENCE

PRESENT **California Pacific Medical Center – A Sutter Health Affiliate** **San Francisco, CA**
*(Largest private, not-for-profit teaching hospital in Northern California, tertiary referral center for the Sutter Health System, 1,400 licensed beds, 6,600 employees, includes four acute campuses)*

Vice President Operations- Support and Professional Services (1/2010 – present)

Responsible for leadership, strategic direction, and operations of Surgical Services, Ambulatory Care Services, Institute for Health and Healing, Presidio Surgical Center, Support Services, Ophthalmology, Dialysis, Food and Nutritional Services, Construction/Facilities Development, Real Estate, SimSurg Education Center, Ambulance Transport, Gift Shops and liaison to CPMC joint ventures.

- Manage multi-faceted enterprise of approx. 1,400 employees with annual operating budget of $200M and annual profits exceeding $500M.
- Direct and evaluate the performance of key senior managers/and directors, including VP, Support Services, Service Line Medical Directors, Senior Nursing Director for Surgical Services
- Successfully led multi-disciplinary team in the $20M+ divestiture of the chronic dialysis services with associated rental leases
- Coordinated organizational process to identify and prioritize $7M worth of Facilities and non-medical Capital improvement projects
- Authorized enrollment and participation in Direct Energy Access Program that reduced annual energy costs by $500K
- Restructured physician lease management operations impacting more than 130 physician leases across 11 medical office building sites.
- Completed certification in Lean Management
- Presided over the improvement of key OR efficiency metrics including 0730 start times from 20% to 71%.
- Guided the development of the strategic plan for Comprehensive Joint Institute
- Directed the expansion of Health and Healing Services to southern San Francisco

4/09-10/09 **Laguna Honda Hospital and Rehabilitation Center** **San Francisco, CA**
*Licensed acute care hospital with one of the largest single site skilled nursing facility in the United States, primary skilled nursing referral center for San Francisco General Hospital Medical Center, 855 licensed beds, 1,500 employees.*

Interim Chief Operating Officer

Administrative responsibility for Health Information Management, Medical and Surgical clinics, Radiology, Clinical Laboratory, Education/Training, Environmental Services, Food & Nutritional Services, Employee Health & Safety, Security, Disaster Preparedness, Messenger/Mailroom Services, Laundry Distribution, Parking/Transportation, Central Distribution, and Materials Management departments.

- Led operating and ancillary departments after untimely death of the CEO and departure of the COO.

- Developed and implemented policies and procedures to ensure high-quality, efficient and cost-effective patient care
- Directed efforts of Directors and Managers in Operating units in preparation for transition to replacement facility
- Ensured that the successful completion of a CDPH Title XXII Licensing Survey

7/06- 12/09 **San Francisco General Hospital and Trauma Center** **San Francisco, CA**

*Major academic tertiary care facility, the only Trauma Center (Level 1) in San Francisco and northern San Mateo County with the largest acute inpatient and rehabilitation services for psychiatric patients, the only Psychiatric Emergency Services, six hospital-based primary care clinics, and several medical and surgical subspecialty clinics, 686 licensed beds, 4,000 employees.*

Hospital Associate Administrator, Diagnostic and Support Services

Responsible for leadership, strategic direction, operations of the Clinical Laboratory, Anatomic Pathology, Environmental Services, Food & Nutritional Services, Environmental Health & Safety, Security, Disaster Preparedness, Biomedical Engineering, Messenger/Mailroom Services, Laundry Distribution, and Materials Management departments.

- Led purchasing savings effort that realized $850K in hospital-wide materials and supplies budget.
- Consolidated STD testing services citywide to save approx. $100K annually
- Co-led effort to successfully convert hospital to smoke-free campus
- Directed the establishment of a commingled recycling and composting program to improve waste diversion from 28% to 50%
- Appealed over $150K in excess payments for contract laundry services
- Implemented hospital-wide employee wellness project with over 1,500 participants
- Renegotiated equipment service vendor contract to realize $95K savings
- Implemented executive rounds to improve leadership-staff communication
- Successfully coordinated responses to three separate bomb threats and various other emergency activations
- Led development of a system-wide Climate Action Plan for the Department of Public Health (two hospitals and several outpatient clinics)
- Implemented several waste reduction initiatives to improve service delivery and efficiency in support services departments

6/03- 6/06 **University of California, San Francisco** **San Francisco, CA**

*Leading health science university with tri-partite mission for advanced biomedical research, teaching/training, and excellent patient care.*

Administrative Director, HIV/AIDS Division (3/05 – 6/06)

Responsible for administrative and financial oversight for the clinical, research, and teaching activities for the largest division in the Department of Medicine divided into 11 distinct subunits with 130 staff and over 30 physicians, an annual budget of over $17 million that included private contracts and grants, federal, state, and local county funds.

- Secured and managed multi-million dollar grants for Centers of Excellence
- Instituted multi-prong (website, direct-to-consumer ads, newsletters, etc.) outreach effort that increased community awareness and enrollment in HIV clinical trails
- Successfully outsourced research administration services for cost savings
- Co-led successful recruitment efforts for new faculty members
- Secured executive approval to consolidate research operations and terminate long-term lease agreement to reduce program operating costs

Division Administrator, Occupational and Environmental Medicine (7/04 – 3/05)

Responsible for providing administrative direction to clinical, teaching, and research programs within the Occupational and Environmental Medicine (OEM) Division, including financial management and planning, clinic management, office management, and program coordination.

- Coordinated the recruitment, hiring, training and progressive discipline of 44 clinical and clerical employees
- Supervised the pre- and post-award management of 30+ extramural funding awards with total value in excess of $10 million

Division Administrator, Hematology/Oncology Division (7/03 - 3/05)

Responsible for providing administrative direction to clinical, teaching, and research programs within the Hematology/Oncology Division, including financial management and planning, clinic management, office management, and program coordination.

- Doubled the number of physicians and tripled the number of clinical/administrative staff in the first year for this start-up division
- Successfully recruited a RN practitioner as part of a strategy to reduce overall waiting time for new patient appointments
- Acquired and ensured continuation of successful multi-lingual support groups for cancer survivors
- Expanded cancer patient navigation program in conjunction with opening of new Avon Breast Imaging Center

1/03 to 6/03 **San Francisco Department of Public Health** **San Francisco, CA**

*County-wide health department dedicated to promoting and protecting the health of all San Franciscans, comprised of two divisions, Community Health Network and Population Health and Promotion.*

Administrative Analyst, AB75 Project

Assisted in managing a $2 million budget for hospital and physician reimbursement of indigent care and analyzed prepared financial and utilization reports for state oversight agencies.

- Redesigned reimbursement methodology for all providers from fee-for-service to a capitated fee schedule
- Coordinated the vendor selection process for a fiscal intermediary to process all provider claims

8/99 to 6/00 **Emory University** **Atlanta, GA**

*Top ranked university with multiple undergraduate and graduate schools and programs; largest employer in metropolitan Atlanta with 40,000+ employees.*

Legislative Analyst, Office of Governmental and Community Affairs

Assist in the analysis of public policy on the local, state, and national level that impacted Emory and to proactively influence policy that affected academic and medical research, higher education and healthcare

- Developed a cost/benefit analysis of the impact of the Balanced Budget Reconciliation Act on Medicare reimbursement for Emory University Hospitals
- Planned local programs on health, education, and urban issues.

## EDUCATION

**Master of Public Policy**
Duke University - Sanford Institute of Public Policy
*Durham, NC*

- Graduate Certificate in Health Policy, Law, and Management

**Bachelor of Science, Chemistry**
Emory University
*Atlanta, GA*

## PROFESSIONAL AFFILIATIONS & HONORS

- **American College of Healthcare Executives**
  - *Regent, Northern and Central California, 2007-2010*
  - *Recipient, 2007 Regent's Award for Senior-Level Healthcare Executive*
  - *Fellow and board certified in healthcare management*
  - *Recipient, 2008 ACHE Service Award*
  - *Member, ACHE Regent's Assessment Committee, 2009-2010*
  - *Member, ACHE Chapters Committee, 2009-2012 (Chair, 2011-2012)*
- **California Association of Healthcare Leaders**
  - *President, 2007-2008*
  - *Secretary, 2005-2007*
  - *Member, Chapter Board (2009-Present)*
- **National Association of Health Services Executives**
  - *President, Golden State (Northern California) Chapter, 2007*
- **National Association of Public Hospitals and Health Systems**
  - *Fellow, 2008*
- **UCSF Center for Health Professions**
  - *Fellow, Change Agent Program 2009-2012*

## COMMUNITY INVOLVEMENT

- Big Brothers/Big Sisters of the Bay Area
- Board Members, Operation Access
- Leadership San Francisco (Class of 2008)
- Commissioner, San Francisco Pedestrian Safety Advisory Commission
- Board Member, Out of Site Center for Arts Education

## SPEAKING ENGAGEMENTS/PUBLICATIONS

- "Creating a Network of Care", *Healthcare Executive Magazine* (May/June 2011)
- Panelist, Ethical Wisdom in Healthcare-ACHE San Francisco Cluster (2010)
- University of San Francisco- Guest Lecturer (2010)- "Administrative Ethics"
- "Supporting Those who Support Us", *Healthcare Executive Magazine* (Jan/Feb 2010)
- Practitioner Application, *Journal of Healthcare Management* (March 2009)
- ACHE Chapter Leaders Conference- Panelist (2009)
- University of San Francisco Career Development Program - Panelist (2008)
- ACHE Chapter Leaders Conference- Panelist (2008)
- ACHE Congress of Healthcare Leadership, Higher Education Opening Session - Keynote (2008)
- ACHE Executive Development Training - Panelist (2008)
- Cal-State Chico- Guest Lecturer (2007)
- Cal State Fresno- Guest Lecturer (2007)
- Emory University Commencement Event, Madupe Dayo - Keynote (2006)

**INTERESTS**

Running, Volunteering, Golf

**REFERENCES**

Available upon request