Health Care Executives of Southern California’s mission is to provide a rich variety of educational opportunities to develop our future leaders. We strive to provide service excellence and value to our members by increasing the knowledge and experiences they need to develop as leaders and advance their careers. The networking opportunities that HCE provides are invaluable and 2013 will be a pivotal year in healthcare.

“As CEOs are positioning their organizations to succeed in an uncertain environment, it is not surprising that financial challenges, patient safety and quality, and healthcare reform continue to be on their minds,” says Thomas C. Dolan, president and CEO of ACHE. The College asked CEOs to rank 11 issues affecting their hospitals in order of importance and to identify specific areas of concern within each of those issues. Following are some key results from the survey:

<table>
<thead>
<tr>
<th>Issue</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Challenges</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Patient Safety and Quality</td>
<td>4.4</td>
<td>4.6</td>
</tr>
<tr>
<td>Healthcare Reform Implementation</td>
<td>4.7</td>
<td>4.5</td>
</tr>
<tr>
<td>Governmental Mandates</td>
<td>5.0</td>
<td>4.6</td>
</tr>
<tr>
<td>Care for the Uninsured</td>
<td>5.6</td>
<td>5.2</td>
</tr>
<tr>
<td>Patient Satisfaction</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Physician-Hospital Relations</td>
<td>5.8</td>
<td>5.3</td>
</tr>
<tr>
<td>Technology</td>
<td>7.6</td>
<td>7.2</td>
</tr>
<tr>
<td>Population Health Management</td>
<td>7.9</td>
<td>---</td>
</tr>
<tr>
<td>Personal Shortages</td>
<td>8.0</td>
<td>7.4</td>
</tr>
<tr>
<td>Creating an Accountable Care Organization</td>
<td>8.6</td>
<td>8.4</td>
</tr>
</tbody>
</table>

The average rank given to each issue was used to place issues in order of concern to hospital CEOs, with the lowest numbers indicating the highest concerns. The survey was confined to CEOs of community hospitals (nonfederal, short-term, nonspecialty hospitals).

So what do we face in 2013? Changes to Medicaid payments for primary care services; implementation of the Medicare Bundled Payment Pilot Program; continued implementation of the HITECH Act and the (Continued on Page 8)
I heard a quote today by Benjamin Franklin that seems fitting for healthcare executives this year: “You may delay, but time will not ...” While perhaps discomforting, with all of us quite aware of the tumult and change driving our busy days, I think of this in the context of another thinker and leader, Susan Dentzer, Editor-in-Chief of Health Affairs. In the January 2013 issue, she noted, “It’s past time to get serious about transforming care.”

Also, a couple of weeks ago while working through a crossword puzzle on a flight home (my “second office” as a healthcare strategy consultant), I came upon the word “zag,” which means to turn or change direction suddenly. No doubt, the call for leadership – requiring a different vision and a constantly innovative spirit to drive the kind of change we need in our healthcare organizations – is both exciting and dizzying. Transformation and new ideas in healthcare are circling around us, so doing the “zag” is a critical factor for success today and for the years ahead. Indeed, with the Affordable Care Act in full speed forward, we can hardly delay.

More than ever, therefore, the American College of Healthcare Executives (ACHE) provides us with the community, the professional network, the educational programs, and the tools we need to take these leadership steps forward. Additionally, our local Southern California ACHE chapter, Health Care Executives of Southern California (HCE) – led this year by HCE President Tom Dougherty FACHE, his 19-member Board of Directors, and many active Vice Chairs and committee members – provides many educational programs, networking and Learning From Experience events, and many other avenues to learn, grow, adapt, and collaborate with others to advance healthcare here at home. If you’re not already plugged in – nationally or locally – I encourage you to become more involved and to garner, more completely, all of the benefits that both ACHE and HCE provide.

On the subjects of ACHE, “zag,” and not delaying, I encourage you to make a commitment to become a Fellow of the American College of Healthcare Executives (FACHE). If you have been meaning to take these steps, but have not been able to find the time, why not make this a goal of yours in 2013? ACHE provides much information and many resources related to this online, at www.ACHE.org (click on the Credentialing tab). Also, HCE will be providing several free FACHE Information Webinars throughout 2013, with the next webinar scheduled for Thursday, May 16, from Noon to 1 pm. Also, HCE’s FACHE/Advancement Committee will be hosting two separate BOG Study Group series throughout 2013 (one in the Spring and one in the Fall). The Spring Series started on April 6 and will continue through June 16. The Fall Series will begin right after Labor Day. Look to the HCE website, or watch for e-mails from Health Care Executives of Southern California, for more details. Or feel free to contact me directly. I would be happy to tell you more about FACHE advancement and to do what I can to support you through this process.

As your Regent, my job is to represent Southern California ACHE member and to serve as your liaison between the national and local activities. Please feel free to be in touch anytime via e-mail or phone. I can be reached directly at kking@strategyadvantage.com or by phone at (310) 416-1400.

With gratitude and best regards,

Kim Athmann King, MBA, FACHE
Interim Regent for California - Southern
BOG Study Series Kicks Off

By Michael Wilson

HCE’s Spring study series for the Board of Governor’s (BOG) exam kicked off Saturday, April 6 at Reagan-UCLA Medical Center in Westwood. Twenty one health care executives are now pursuing their path to FACHE. The series runs for 10 weeks on Saturday mornings. Each session covers one of the 10 health care practice areas on the exam and is led by expert faculty.

Southern California Interim Regent and FACHE Advancement Committee Chair, Kim Athmann King, welcomed participants and said a key goal of HCE is to encourage mid and senior level executives to pursue the credential and HCE is committed to providing support through the process. HCE started the study series in 2011 to boost the chapter’s FACHE-credentialed membership and nearly 100 members have gone through the program.

The Spring series is led by Subcommittee Chair, Michael Wilson, and Vice Chairs, Aamir Farooq and Bruce Barge. Erika Soqui, Elaine Thobe, Tamara Dilbeck and Subcommittee members JP Ursick, Brad Malsed, Michelle Adzhemyan, and Timothy Thompson Cook did a stellar job organizing the series and registering participants in just a few short weeks.

Participants meet weekly at different hospital locations or can participate via webinar. New spring locations include Harbor-UCLA Medical Center in Torrance, St. Joseph in Orange, Miller Children’s Hospital Long Beach, and Glendale Memorial Hospital.

If you are a mid or senior-level careerist and interested in taking the important step of earning your FACHE credential, keep an eye out for HCE announcements on FACHE advancement information webinars. Plans are now underway for a Fall, 2013 study series that will start in September. Members can also contact L.A. Program Council Vice Chair, Kat McCormick, for details.

The Spring study series is made possible by a generous sponsorship from Pomona Valley Medical Center.

Improving the Patient Experience Conference

The HCE midyear conference for 2013 will be a first of its kind event, “Improving the Patient Experience.” Collaborative partners include HASC, HFMA, HIMSS, SOHL & WHA. Three-hour, facilitated, “Deep Dive” sessions will allow multidisciplinary teams to bring existing plans, receive education, share best practices and create actionable strategies together. Event tracks will include Physician Alignment, LEAN Leadership, Employee Experience, Patient Engagement Technology & Diversity. A Beach Party Clam Bake will provide a family friendly, team building opportunity for executives, sponsors, and organizations to network and have a great time together. For more information or to sponsor, contact Diana Christiansen at dchristiansen@theatticusgroup.com.

GOT FACHE?

Become Board Certified!

Maximize your professional potential by earning the premier credential in healthcare management. When you become board certified in healthcare management as an ACHE Fellow (FACHE), you’ll have the knowledge, skills and confidence to succeed.

HCE has a FACHE support subcommittee comprised of local members who recently passed the Board of Governors (BOG) exam. They stand ready to assist with your “fellowship” application, BOG examination preparation, references and any other questions you may have related to the advancement process.

Feel free to contact subcommittee Chair Kat McCormick, MBA, FACHE, (213) 505-3110; katmccormick@sbcglobal.net

Click for more FACHE information
Regional Events

Inland Empire

“HCE Hour of Power” (HOP) networking events are sweeping the Eastern region, bringing together local healthcare execs to build careers and make new friends. “The HCE HOP came about because people wanted more time to network,” says Inland Empire Program Committee Chair, Diana Christiansen. With the IE divided into 6 regions, people won’t have to drive far to meet with peers twice a month. The IE has people lining up to sponsor a HOP and a program committee of more than 40 planning the year’s events. More Info? Contact Diana dchristiansen@theatticusgroup.com or one of the IE leads: Ebi Okiyefa, Lisa Abel, Mandeep Brar, Laura Brock, Linda Gordien, Garrett Ruff or Nemmir Salem.

Ventura/Santa Barbara

On March 28, V/SB hosted a presentation on LEED (Leadership in Energy & Environmental Design)/Green principles delivered by the Green Building Council of Ventura. LEED provides the tools needed to immediately impact a building’s performance and bottom line, while providing healthy indoor spaces for a building’s occupants. On May 30, the CA Region 9 CMS Administrator will provide insights into PPACA, the California Insurance Exchange, HIPAA, and Population Management at Los Robles Hospital and Medical Center in Thousand Oaks. Contact Adam Thunell for details at athunell@cmhshealth.org.

Orange County

HCE in OC kicks off on May 9th at the Bahia Corinthian Yacht Club in Corona Del Mar. Network with OC execs in a relaxed, friendly atmosphere with light refreshments and a cash bar. On June 6th, join Ken Westbrook, Robert Minkin, and Mike Stephens as they discuss the topic Transforming Revenue Streams to an Integrated Delivery System Model. Get involved! OC has subcommittees to focus on membership/program development and university relations, specifically UCI’s Executive MBA Healthcare program and Concordia’s Graduate Program. Positive results are being seen with students inquiring more about ACHE membership. For more information contact Melvin Brown, melvinb08@gmail.com.

Los Angeles

The LA Program Committee has many exciting programs on tap for 2013, including four educational and six social functions. A recent networking event, “Leadership Through Diversity” featured HCE president, Tom Dougherty, and Harbor-UCLA CEO, Delvecchio Finley, at Good Samaritan Hospital. Piggybacking on a successful event at McCormick & Schmick, the LA team is planning another networking event on April 25 at the Churchill in W. Hollywood and a panel discussion on the Impacts of Health Care Reform on Facility Design at CHLA. For more information on LA area programs, contact Dan McLaughlin, dmclaughlin@goodsam.org.

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Student Council
A recent session was held April 16 on Administrative Fellowships to give students the background, knowledge, and skills to land a fellowship after graduation. Fellowship programs are widely seen as a way “to get foot in the door” and jumpstart careers. The event featured former fellows from the VA system and Kaiser Permanente. Committee members are also reaching out to area undergraduate and graduate students to attend other HCE events to support membership goals. For more information contact Farhan Amin.

Early Careerists Council
A mentoring program for early careerists is in the works to link them with seasoned health care professionals. A program FAQ document and application materials for mentors and protégées have been created for review and approvals. The first networking event will take place in early June and the committee plans for the pairs to meet once a month for six months. For more information contact Michael Lee.

Programs Council At Large
A wide range of networking and educational events are being planned across all HCE regions with support from the Programs Council. The Council helps with planning and coordinating events, promotion and marketing, and ensuring HCE events are evenly spread during the month to maximize attendance. The Council also works with ACHE for approval of credit hours for educational events. For more information contact Mark Maramba.

FACHE Advancement Council
Several information webinars are scheduled for the year to draw mid and senior level careerists to pursue Fellow status in the American College of Healthcare Executives. These webinars provide the basics required for Fellow status and introduce resources like the HCE study program for the Board of Governors exam. The Spring BOG study series kicked off April 6 and a Fall, 2013 series is being planned. For more information contact Kim King or Harry Sax.

C-Suite Council
HCE continues to create opportunities for members to network with and draw on the experience of senior leaders in the field through our Learning from Experience series. These events have become very popular with the membership. The forums offer small group meetings with these leaders to converse and understand what challenges they are facing in running their organizations in this dynamic time in our industry. The next session is with Tom Priselac - the CEO of Cedars-Sinai Health System. We encourage you to take full advantage of these programs to learn what solutions are being developed to current industry challenges, but also to hear advice and tips from these leaders that helped advance their careers. Keep an eye out for emails on upcoming events or visit the HCE website calendar.
The Diversity Initiative
By Ann Lee, Chair, Diversity Council

Last year HCE embarked upon one of its most important initiatives: increase diversity awareness in the local healthcare market. HCE values and desires to actively promote diversity in its leaders, affiliates, and staff because diverse participation can serve as a catalyst for improved decision making, increased productivity, and a competitive advantage.

Further, HCE works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, gender, religion, age, sexual orientation, or disability. An inclusive environment can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health status of society.

To actively lead the diversity activities, HCE established a 19-person Leadership through Diversity Committee (LDC). The LDC is made up of a group of the competent minority leaders that represent various healthcare organizations and educational institutions in the local healthcare market.

With this foundation in place, we look forward to more work ahead in 2013. The Diversity Council is planning networking and learning events where our own diverse HCE members can meet, network, and share ideas and best practices. HCE is also working with a national Latino group of health care executives to collaboratively promote diversity. We are excited by opportunities to build more diverse and inclusive health care environments.

HCE’s Diversity Initiative objectives are to support the American College of Healthcare Executives’ efforts in promoting Diversity in Healthcare Management; enhance the collaboration of HCE with affinity groups and individuals; encourage a more diversified HCE membership base, more consistent with the demographic make-up of the Southern California community; support the professional development of Latino, Asian, African-American and other affinity group healthcare executives; and provide various diversity-focused programs to promote diversity and inclusion in the Southern California Healthcare industry.

I invite your ideas and suggestions as we move forward on this path and please outreach to me or others on the Diversity Council.
Mitigating Social Media Risk

By John Seroka, Principal, Seroka Brand Development & Strategic Communications

Use of social media sites, such as Twitter, Facebook and YouTube is becoming a mainstream strategy of healthcare organizations to build trust, credibility and brand recognition within their communities. Marketing, communication, patient engagement, education, philanthropy, background checks and recruitment of new talent are just a few of the ways social media can benefit healthcare organizations. In addition, it can play a very important role in determining patient satisfaction, replacing costly traditional sources of primary research.

Although social media can be a great asset, there are some risks and “what if’s” to consider. Once something is posted, it is immediately communicated to the world and cannot be retracted. What if a patient posts information on a bad experience in the ER, unsympathetic staff, etc. Or, what if an employee posts something that compromises patient privacy? Essentially, there are 4 major risks you want to avoid: reputation damage, unfriendly headlines, HIPAA violations and a loss of business due to a loss of trust.

6 Tips to Help Mitigate Organizational Risk

1. Create a policy and guidelines on use of social media by anyone connected to the organization. Through a simple Google search, you can find many samples of social media policies. Policies should be applicable to people on and off the clock. Once developed, post it publicly. For example, Mayo Clinic has posted their Participation Guidelines for the public, as well as employees on their website.

2. Define clearly who within the organization is authorized to use social media on behalf of the organization. Employees should not be left guessing who can or who cannot use media. In addition, an individual or department must be responsible for monitoring content and enforcing policy when violations occur.

3. Have a professional PR/Social Media Consultant on call for emergent situations which could damage the company’s brand. The PR or IT departments are likely not equipped to handle such situations expeditiously.

4. Establish an editorial calendar for the months to come. For example, living better with arthritis, chronic disease self-management and so on. Managing your online brand by distributing great content that drives positive interaction and encourages sharing will help diminish the chance of rogue conversations.

5. Make sure provider/patient boundaries are in place. Providers should avoid “friending” their patients. Similarly, they should also avoid “liking,” linking or commenting on patient posts. For additional tips, review the recent article “Doctors Urged to Refrain from Social Media Contacts with Patients.”

6. Don’t allow your policy to become static, review it regularly. The social sphere evolves rapidly and new legal considerations come into being. When changes occur, be sure to send out a memo which lets both the general public and all those connected with your organization know that you take the policy seriously.

Being involved is essential, as according to a recent Pew Project, 80% of U.S. internet consumers seek out health information online. By following these simple steps, your presence in the social sphere will build brand awareness, a voice in the community, communicate your expertise and position as a healthcare innovator.

“Biker Dude” Diaries

By Dan McLaughlin, Vice President, Professional Services, Good Samaritan Hospital

I am on a trek across the USA, taking one or two weeks a year to do a leg of the journey. I am riding with Andy Leeka, CEO of Good Samaritan, and Scott Moore, a healthcare attorney from the Crowell firm in Downtown LA. My wife Cindy is our chase driver on the current leg.

We started at the Santa Monica pier in December of 2011. The current leg is across southern Utah, from St. George to Durango, Colorado: about 500 miles. Rode 93.5 miles from Escalante to Caineville, Utah today through the Grand Staircase, Anasazi State Park, ending in Capitol Reef National Park. Summited at 9600 feet in Dixie National Forest where there was snow and wind blowing strong.

Tomorrow, we are off to Hite, Utah on Lake Powell. Time for a margarita... if we can find one.
impacts of Sequestration. In California, health care providers are facing major changes with expansion in coverage in Medi-Cal that includes the shift of Healthy Families program and along with other programs to Medi-Cal. In addition, we will see the implementation of the California Demonstration to Integrate care for Dual Eligible beneficiaries. At the same time the State is moving forward with work on the Health Benefits Exchange and the Health Information Exchange. California is converting the hospital Medi-Cal payment system from a per diem payment system to APR-DRGs, a case rate system with similarities, but different from the Medicare-based DRG system. There are also major changes being implemented to the Disproportionate Share (DSH) hospital payments.

Out of necessity provider organizations continue to flatten their organizational structures and tighten cost controls. With all that is facing the industry, where can our future leaders expend their knowledge, develop their leadership skills, marketability, and network? Health Care Executives of Southern California (HCE) offers a rich menu of quality programs that accomplish all these objectives, and we work diligently to keep our costs down.

Our dynamic programming includes:

- Regional education programs with premier authorities on a range of topics;
- Networking events including our new “Hour of Power” socials started in our Inland Empire Region;
- Diversity events that execute on the vision of HCE that healthcare leadership should reflect the rich cultural diversity of our Southern California communities;
- The famous College Bowl, where the top students from our top schools participate in a case study competition (coming up April 26th – follow the link for more information http://www.eventbrite.com/event/5646270146#);
- The Board of Governors Exam Study Group for those pursuing their Board certification in healthcare management to become a Fellow of the American College of Healthcare Executives (FACHE);
- “Learning from Experience” – sessions where you can learn from the experiences or our best Southern California healthcare leaders;
- “Leaders in Policy & Practice” – a new series for up and coming health care leaders to stay abreast of the major policy issues driving industry change;
- Major conferences like our Annual Conference – mark your calendars for December 3rd. The event will again take place at the California Endowment in Downtown Los Angeles.

What’s ahead?

This year HCE will launch a mentoring program, a collaborative conference on Improving the Patient Experience, and a wide range of community events. HCE will hold more networking, educational, and ever-popular “Learning from Experience” sessions that have been replicated in other ACHE chapters across the U.S. Visit our website - http://hce-socal.org to stay current with chapter news and take full advantage of your membership by getting involved with HCE. Extend your access to knowledge by attending our educational events and meeting new colleagues with whom you can collaborate to meet the enormous challenges we face. Develop your leadership skills by volunteering on committees. We need your ideas and efforts to make our programs and initiatives successful. Reach out to our Board members to get involved and participate.

Join in, have fun, learn, and make new friends. You are the future of health care and all must work together.
### April/May Calendar of Events

#### Los Angeles County Social Event
- **Date:** April 25
- **Location:** The Churchill, West Hollywood
- **Time:** 6:00 to 8:00 p.m.

#### Inland Empire

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<tr>
<th>Date</th>
<th>Location</th>
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<td>5:30 - 7:30 p.m.</td>
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<tr>
<td>May 14</td>
<td>Mid San Bernardino County</td>
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<tr>
<td>June 6</td>
<td>West San Bernardino County</td>
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<td>June 20</td>
<td>High Desert</td>
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<tr>
<td>July 3</td>
<td>South Riverside County</td>
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<tr>
<td>July 17</td>
<td>Coachella Valley</td>
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**For more information, contact:**

*dchristiansen@theatticusgroup.com*

#### San Bernardino County

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#### Orange County Networking Event
- **Date:** May 9
- **Location:** Bahia Corinthian Yacht Club, Corona Del Mar
- **Time:** 6:00 to 8:00 p.m.

#### Inland Empire Education Event
- **Date:** May 9
- **Location:** Victor Valley Global Medical Center
- **Time:** 5:30 to 7:30 p.m.

**Role of Population Health and Group Practice Management**

“Top Ten Things for Physicians and Medical Groups to think About”

*Oyinlola (Lola) Osawe, Manager, The Camden Group*

#### Coachella Valley
- **Date:** July 17
- **Location:** Providence Health & Services, South Bay Regional Office, Torrance
- **Time:** 1:30 to 3:30 p.m.

### Attend HCE’s 2013 College Bowl
- **Date:** April 26
- **Location:** Cal State San Bernardino
- **Time:** 8:00 am to 3:00 p.m.
- **Register Now!**

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**Follow HCE 24/7!**

**Website:** [https://www.hce-socal.org](https://www.hce-socal.org)

**LinkedIn group:** HCESoCal

**Twitter:** @HCE_SoCal

**Facebook:** www.facebook.com/HCESoCal

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Editing by Michael Wilson

Graphic Design by Connor Christiansen