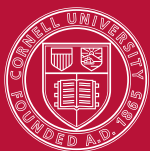


Photograph by Tom Killips

The Academy for Healthcare Leadership Advancement

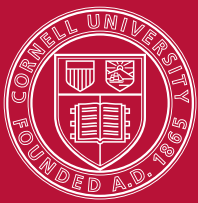
FALL 2011



Cornell University
The Johnson School



Healthcare Association
of New York State



The Academy for Healthcare Leadership Advancement

PROGRAM DATES:

SEPTEMBER 25 - NOVEMBER 8

The opening session will be held at Cornell University, September 25-27, followed by six online “virtual sessions,” with the closing session at the Cornell campus, November 6-8.

“For both content and organization, this was the best educational program I have attended.”

Jeanne Sinclair
Nurse Manager,
St. Vincent’s Medical Center,
Bridgeport, Connecticut
Class of 2010

The American health care system is facing an era of change unlike any before. Reform policies, shifting requirements, and fiscal uncertainty create a chaotic atmosphere for professionals and providers. The impact of today’s reform initiatives will be felt for years to come.

During times like these, organizations look for leaders to demonstrate innovation and strong decision-making abilities. In today’s evolving health care environment, professionals charged with moving their organizations forward must have skills, techniques, and forward-thinking strategies that lead to success.

*To help health care organizations advance their leadership capabilities and position themselves for success, the Healthcare Association of New York State (HANYS) and The Johnson Graduate School of Management at Cornell University offer **The Academy for Healthcare Leadership Advancement.***

***The Academy** combines the nationally recognized data analytics excellence and in-depth health care system knowledge of DataGen AcademySM with the executive education and business expertise of Cornell’s Johnson School—one of the nation’s premiere universities and business schools.*

*Through **The Academy**, health care professionals gain focused insight on the health care environment and learn facility-specific data analytics and cutting-edge business leadership strategies. The six-week Cornell certificate program will provide participants with the skills, insight, and know-how to effectively lead their organizations in today’s complex and changing health care environment.*

***Academy** participants also benefit from the opportunity to exchange ideas and network with their colleagues from across the nation.*

*As fiscal, regulatory, and quality pressures mount for health care providers, chief executives should consider **The Academy’s** program as a key element of their organizational development and workforce planning for leaders.*

We invite you to be part of this unique learning opportunity.

Michael Ilnicki
Interim President and
Chief Executive Officer
HANYS Solutions

Thomas Hambury
Director, Executive Programs
The Johnson Graduate School
of Management

AGENDA



ON-SITE CLASSROOM, Cornell University, Ithaca, NY

OPENING SESSION: Foundational Skills

PROGRAM OBJECTIVES

The Academy for Healthcare Leadership Advancement offers students the opportunity to:

- ✓ engage in a one-of-a-kind curriculum that packages foundational leadership skills, targeted health care issues, and facility-specific data delivered by world class faculty;
 - ✓ receive expert advice on a personalized, facility-specific “capstone” project;
 - ✓ advance their professional careers by earning a program certificate from Cornell University;
 - ✓ develop leadership skills that will help advance their organizations’ mission; and
 - ✓ network with peers and colleagues from across the nation.
-

“The breadth and depth of the readings and instruction were exceptional. I would highly recommend this course to the seasoned as well as the newer health care professional.”

Patricia Nash Rubien
Vice President, Unity Health System/
Edna Tina Wilson Living Center
Class of 2009

SUNDAY, SEPTEMBER 25

Noon

Welcome and Introductions

LUNCH WILL BE SERVED

12:30 - 5 p.m.

Leadership Development

5 - 5:30 p.m.

Capstone Orientation

6:30 - 8:30 p.m.

RECEPTION/DINNER

MONDAY, SEPTEMBER 26

8 - 11:30 a.m.

Competitive Landscape: Industry Analysis

11:30 a.m. - 12:30 p.m.

LUNCH

12:30 - 3:30 p.m.

Competitive Strategy/Positioning for Advantage

3:45 - 6:30 p.m.

Service Line Profitability: Estimation and Decision-Making

DINNER ON YOUR OWN IN ITHACA

TUESDAY, SEPTEMBER 27

8 - 11 a.m.

Measuring Customer Preferences: What Do They Really Want?

11 a.m. - Noon

EARLY LUNCH

Noon - 3 p.m.

Strategic Decision-Making, Negotiation, and Influence (Part I)

3 - 4 p.m.

Making it Real: Positioning for Success

4 p.m.

CLOSING COMMENTS AND ADJOURNMENT

DEPARTURE

AGENDA (continued)



VIRTUAL CLASSROOM

OCTOBER 5-NOVEMBER 2

The Web-based classes will take place as follows:

WEDNESDAY, OCTOBER 5, 3 - 6 p.m.

The Health Care Landscape
Quality and Patient Safety

WEDNESDAY, OCTOBER 12, 4 - 6 p.m.

Finance and Health Care Economics

WEDNESDAY, OCTOBER 19, 4 - 6 p.m.

Health Care Planning and Marketing

MONDAY, OCTOBER 24, 4 - 6 p.m.

Connecting the Dots: How Quality of Care
and Hospital Finances Inter-Relate

TUESDAY, NOVEMBER 1, 4 - 6 p.m.

Health Care Workforce

WEDNESDAY, NOVEMBER 2, 4 - 6 p.m.

Health Information Technology



ON-SITE CLASSROOM

Cornell University, Ithaca, NY

CLOSING SESSION: Execution Skills

SUNDAY, NOVEMBER 6

Noon - 12:30 p.m.

WELCOME BACK AND OPENING COMMENTS

A LIGHT BUFFET LUNCH WILL BE AVAILABLE

12:30 - 3:30 p.m.

Organizational Change and Renewal

3:30 - 6:30 p.m.

**Using Financial Statements to Assess
Performance**

DINNER ON YOUR OWN IN ITHACA

MONDAY, NOVEMBER 7

8 a.m. - noon

**Strategic Decision-Making, Negotiation, and
Influence (Part II)**

Noon - 1 p.m.

LUNCH

1 - 4:30 p.m.

Service Excellence

5 - 6:30 p.m.

Capstone Project Fair and Reception

6:30 p.m.

DINNER

TUESDAY, NOVEMBER 8

9 - 11 a.m.

Leadership Roundtable

11 a.m. - noon

Certificate Ceremony/Closing Remarks

SESSION DESCRIPTIONS: OPENING SESSION

Leadership Development

Research has clearly shown a link between certain specific leadership competencies (including team management skills, communication, tolerance for ambiguity, and conflict management) and achieving the highest levels of performance. Individuals do best when they identify their strengths and learn how to “play to them,” rather than spending inordinate amounts of time trying to overcome their weaknesses. This session focuses on personal growth and change using self-assessment instruments, experiential exercises, and case examples. The course concludes with a set of goals and priorities for developing and implementing a positive action plan focused on each participant’s strengths that is linked to personal and career objectives.

Competitive Landscape: Industry Analysis

To formulate competitive strategy, a manager needs to understand the industry landscape and the important players affecting the firm’s profitability. In today’s health care environment, managers must optimize their own organizations’ strengths. Critically, managers must understand that competitive strategy defines what an organization does and what it cannot do. This module explores frameworks to analyze the competitive structure of health care and competitive strategy trade-offs.

Competitive Strategy/Positioning for Advantage

Hospitals and health systems face intense competitive pressures in today’s environment, where survival means implementing effective business strategies that maximize efficiency and control costs; attract patients, physicians, and other health professionals; and build a strong, trusted reputation in the community. This session explores business strategies for managing profitability and the issues that arise from implementing these strategies. Participants explore templates that can help determine if an organization is capable of sustaining a business strategy, and discuss the causes of business strategy failure.

Service Line Profitability: Estimation and Decision-Making

At most hospitals, margins differ substantially between service lines (e.g., cardiac services, medicine, obstetrics) and between payers (e.g., Medicaid, managed care) within the same service line. Organizations that are able to estimate service line profitability can negotiate effectively with payers, determine the implications of expanding and/or closing service lines, estimate the financial impact of merging with another institution, and determine the value of physicians to the organization. This session uses actual revenue and expense data from an academic medical center to estimate service line profitability by payer, and then uses the model to make key strategic and operating decisions.



“If you are a new leader in health care or a leader looking to advance, *The Academy* is a program for you. It will teach you skills and tactics that are necessary to be successful and will provide you with a better understanding of the ever-changing health care environment.”

Amy Rhone
Director, HIPAA and
Corporate Compliance,
St. Joseph’s Hospital Health Center
Class of 2009

SESSION DESCRIPTIONS: OPENING SESSION (cont.)

Measuring Customer Preferences: What Do They Really Want?

Consumer-oriented organizations rely on customer input to develop successful new products and services. This session begins with a discussion of alternative approaches to measuring what customers want, with a focus on “conjoint analysis,” a time-tested and versatile technique that incorporates customer preferences into the new product development process. The session explores how conjoint analysis works, how it compares with other techniques, the pros and cons of different types of conjoint analysis methods, the kinds of decisions conjoint analysis can inform, and its limitations. Examples are used to illustrate the use of the technique for product design, pricing, and segmentation applications.

Strategic Decision-Making, Negotiation, and Influence (SESSION PRESENTED IN TWO PARTS)

Too often, rational people are tripped up by irrational decision-making. Extensive research over the last 25 years has demonstrated that even the most careful managers can fall prey to decision traps. Using real-world examples, exercises, and simulations, this session reveals common decision biases and how to avoid them to create a framework for making rational, effective decisions. Of course, nothing is more frustrating than making a decision and developing a plan, but not having the skill to get it recognized and implemented. That is why the second half of this session focuses on strategies for building power and influence, and ultimately improving negotiated outcomes.

“All presenters were outstanding, starting with basic knowledge the audience arrived with and then relating and interweaving this knowledge to short- and long-term strategic problem-solving experiences.”

Paul J. Engineri
Director, Laboratories,
Finger Lakes Health
Class of 2009

Making it Real: Positioning for Success

In the face of sweeping reform proposals that could permanently alter the health care system, chief executives must grapple with the challenges of today’s current climate, while taking steps to manage imminent change. In New York, that means leaders must operate in a highly regulated, politically active environment, be conscious of issues ranging from workforce to shifting reimbursement, and maintain a positive operating margin, all while ensuring their facility delivers the best possible level of service to patients. In this session, Steven Goldstein, President of Strong Memorial and Highland Hospitals, provides his candid assessment of the current health care landscape and discusses the plethora of challenges facing his system. Mr. Goldstein tackles current leadership questions and strategies, and discusses what chief executives need from their management teams to keep the organization on a path to success.



SESSION DESCRIPTIONS: VIRTUAL SESSIONS

The Health Care Landscape

In this session, HANYS' President Daniel Sisto analyzes the current challenges and opportunities for leaders in health care. Drawing on his three decades of leadership experience in this ever-changing environment, Mr. Sisto outlines the major trends and forces that are shaping health care, while offering insight into ways that health care leaders are tackling the thorniest issues. Mr. Sisto's presentation offers a context and perspective for the key concepts and issues discussed thus far at *The Academy*, and those that will be covered in the coming weeks.

Quality and Patient Safety

The advent of quality performance initiatives, extensive public reporting of quality measures, and government and payer initiatives related to the submission of quality data have placed an extraordinary demand on health care leaders to improve processes and change cultures to drive meaningful and sustainable improvement in quality and patient safety. In this session, participants will learn about operational quality improvement and patient safety concepts, the implications of data accuracy, and how benchmarking and using comparative databases can enhance improvement strategies.

“The true value of *The Academy* is in the chance for participants to learn first-hand from world-class Cornell faculty and current health care leaders both in person and online. *The Academy* is an invaluable immersion into the realities of today's complex health care environment—for today's health care leaders and those that aspire to lead these organizations in the future.”

Nicholas Cagliuso, M.P.H.

Corporate Director, Emergency Management,
Continuum Health Partners, Inc.
Class of 2010

Finance and Health Care Economics

This session covers the history of hospital financial policies and discusses how finance and public health policies are intertwined. Faculty explain how hospitals are reimbursed by public and private payers and describe what leaders need to know to successfully navigate within the highly regulated health care payment environment. Among the topics discussed are the Medicare and Medicaid Prospective Payment Systems, how public goods (e.g., charity care) are paid for, and the balance between margin and mission.

Health Care Planning and Marketing

This session explains how reliable census, demographic, and clinical data can be effectively used and presented to provide accurate, competitive analyses and patient trends, and assist in projecting future resource utilization. By understanding health care utilization, target groups, and population patterns and trends, hospital leaders can make sound, evidence-based decisions, shorten the time between decision-making and implementation, and reduce financial risk.

Connecting the Dots: How Quality of Care and Hospital Finances Inter-Relate

The Obama Administration has consistently emphasized the need to move to a health care delivery system that pays for quality, not quantity, of care. As such, health care leaders must understand the direct connection between the quality of care delivered in their facilities and the payment they receive for that care. This session reviews quality measures and hospital reporting requirements, discusses the philosophy and history of pay-for-performance initiatives, and looks toward future initiatives including new and proposed public reporting requirements and Medicare value-based purchasing.

Health Care Workforce

Today's successful health care leaders recognize that human assets and capital are critical to sustaining and growing an organization. Therefore, comprehensive workforce planning is essential, including components such as guiding principles and values, recognition, innovative communications and engagement strategies, customer-centered approaches, cross-alignment, and system

SESSION DESCRIPTIONS **VIRTUAL SESSIONS (cont.)**

thinking. Participants learn to apply these concepts and approaches to their own workplace to help them engage, attract, and retain staff.

Health Information Technology

Rapid advances in technology, accompanied by high expectations for health care providers to deliver safe, quality, and efficient patient care, have created a complex and

often confusing health information technology (HIT) environment for health care leaders. Technology-based goals for hospitals often include improved patient care, privacy assurance, improved efficiency, medical error prevention, and enhanced communication among health care professionals, consumers, and organizations. This session offers insight on HIT and provides strategies that leaders need.

SESSION DESCRIPTIONS: **CLOSING SESSION**

Organizational Change and Renewal

Truly effective organizational change must begin with strategic goals and target the cultural dimension of the organization. The barriers to achieving this type of change are multi-faceted, and can include both psychological and structural factors. Successful change is driven by leaders who are able to overcome these barriers by developing a sense of urgency for change, helping others see solutions in ways that align with a compelling and accepted organizational vision, and mastering skills such as communication, negotiation, and coalition building that move their vision forward. This session uses real-world business cases to present a framework for overcoming common barriers to change, and for leading cultural change and renewal.

Using Financial Statements to Assess Performance

Financial statements are the most visible and widely used means of assessing a company's performance. Using a hospital's recent financial statements, students explore how to read an income statement, balance sheet, and cash flow statement. Then, participants use the financial statements to calculate financial and operating ratios, and use those ratios to assess how well the hospital is performing compared to similar hospitals, hypothesize why the hospital is performing better or worse than its peers, and discuss ways to test the various hypotheses.



SESSION DESCRIPTIONS: CLOSING SESSION (cont.)

“I highly recommend the Cornell-HANYS *Academy for Healthcare Leadership Advancement* program. It is one of the best programs that I have attended! The instructors and course content were in line with the changing landscape of health care and the leadership building that needs to occur now for the future regulatory changes ahead of us. In my opinion, the awesome group of participants this year added to the positive learning experience and provided great networking opportunities, which were a real bonus!”

Pamela Ullman-Farris
Director, Health Information
Management,
Bassett Healthcare Network
Class of 2010



AT RIGHT: *The Academy for Healthcare Leadership Advancement Class of 2010*

CAPSTONE PROJECT

Throughout *The Academy*, each participant applies learning toward completing a self-directed “capstone” project that addresses an organization-specific issue. This comprehensive approach provides a valuable return on investment by applying solutions developed in the classroom to a “real-time” challenge by completing a project that can be applied to the workplace.

Service Excellence

Six Sigma is a fact-based, data-driven quality improvement philosophy that has been highly effective across many industries. Lean Production is a production system whose main objective is to eliminate waste by concurrently reducing or minimizing supplier, customer, and internal variability. Lean Production concepts are widely used in manufacturing and service sector organizations for process improvement. This course explores the Lean Six Sigma approach (a combination of Six Sigma and Lean Production) within the context of process and service excellence in health care.

LEADERSHIP ROUNDTABLE

As part of the closing session at Cornell, participants hear from hospital chief executive officers about the strategies they employ to address the pressing issues they face. At this roundtable discussion, today’s health care leaders explain how they sustain their organizations’ mission amid tremendous internal and external obstacles that can appear to be insurmountable.

FACULTY

STEVEN I. GOLDSTEIN

President
Strong Memorial and Highland Hospitals



Mr. Goldstein is Vice President of University of Rochester Medical Center (URMC), President and Chief Executive Officer of Strong Memorial Hospital and Highland Hospital in Rochester, New York, and President for Long Term Care at University of Rochester Medical Center. Mr. Goldstein is a member of the Board of Trustees of the American Hospital Association (AHA) and the chair of AHA Regional Policy Board

2. He is a past Chairman of the Board of Trustees of HANYS. He has served on numerous boards of directors and committees including Highland Hospital of Rochester, University of Rochester Medical Center, Strong Partners Health System, Visiting Nurse Service, and Rochester Regional Healthcare Association. He also holds a joint appointment as Professor in Community and Preventive Medicine for the University of Rochester School of Medicine and Dentistry. Before assuming his position at Strong Memorial and Highland Hospitals, Mr. Goldstein served in administrative positions at Rochester General Hospital in Rochester, New York; The Children's Medical Center in Dayton, Ohio; and the University of Nebraska Hospitals and Clinics and the Nebraska Psychiatric Institute in Omaha, Nebraska. He has also served as assistant clinical professor in the Department of Community Medicine at Wright State University School of Medicine. Mr. Goldstein is a Diplomate of the American College of Healthcare Executives and received his Master's degree from the St. Louis University Graduate School of Hospital and Health Care Administration, and his Bachelor's degree from Utica College of Syracuse University.

SACHIN GUPTA, PH.D.

Henrietta Johnson Louis Professor of Management
Professor of Marketing
The Johnson Graduate School of Management, Cornell University



Professor Gupta's research and teaching focus on new models of marketing research that help firms gather and analyze marketplace data to make better marketing decisions with respect to segmentation, targeting, and positioning. Dr. Gupta's other major research interest is in the application of game theory to understand competitive pricing and sales promotion behavior. His published work appears in leading

journals and he is on the editorial boards of the *Journal of Marketing Research*, *Marketing Science*, and *Quantitative Marketing and Economics*. In 2004, he received the Paul Green award from the American Marketing Association for his paper in the *Journal of Marketing Research*. The award is given for the paper that demonstrates the most potential to contribute significantly to the practice of marketing research. At The Johnson School, Dr. Gupta teaches *Data Driven Marketing* and *Strategy and Tactics of Pricing*, popular marketing elective courses. In 2007, the graduating Master of Business Administration class of The Johnson School selected him to receive the Apple Award for excellence in teaching. He previously taught at the Kellogg School of Management, Northwestern University, where he received the Sidney Levy Award for Excellence in Teaching in 1995.

STEPHEN HARWELL

Vice President, Economics, Finance, and Information
Healthcare Association of New York State



Mr. Harwell is responsible for directing research analyses and developing economic impact estimates to evaluate federal and state health care policy initiatives. He is one of the key staff at HANYS involved in developing policy alternatives on health care financing and economic issues. Before joining HANYS, Mr. Harwell was a health care consultant with Coopers & Lybrand and Orion Consulting. Mr. Harwell graduated from the University of Oklahoma and received his Master of Science degree from Rensselaer Polytechnic Institute.

VRINDA KADIYALI, PH.D.

Professor of Marketing and Economics
The Johnson Graduate School of Management, Cornell University



Professor Kadiyali's research focuses on firms' competitive strategies. She uses econometric models of game theory to study how firms compete with their rivals and their channel partners. She has been published in leading marketing and economics journals, including *Marketing Science*, *Management Science*, *Rand Journal of Economics*, and *Journal of Econometrics*. She is also on the editorial board of *Marketing Science*, *Journal of Marketing Research*, and *Quantitative Marketing and Economics*, and has refereed for several journals, including journals of the National Science Foundation and the American Marketing Association. Dr. Kadiyali teaches The Johnson School's Strategy Core. Previously, she taught courses on Internet marketing, channels of distribution, marketing models, and several doctorate level courses.

WALTER KOSHYKAR

Vice President, Data Products
DataGen



Mr. Koshykar directs all software product distribution, client training, software installation, and client support activities related to DataGen's data product lines for strategic planning, marketing, and finance. Mr. Koshykar is responsible for establishing and maintaining relationships with various vendors/partners for integration of their products into the DataGen product line. He has more than 25 years of experience in health care information technology, including overseeing software development, expansion of health care databases, implementation of Internet strategies, and operations of computer systems. His career also includes broad programming and systems analysis experience in the acute care and telecommunications environment. Mr. Koshykar received his Bachelor's degree in Mathematics from Siena College.

GLORIA KUPFERMAN

Vice President, National Information Products
DataGen



Ms. Kupferman has more than 26 years of experience in the fields of health economics and health care financing. In her current position, Ms. Kupferman oversees the KeySTATS® national information product line. Ms. Kupferman has analyzed and modeled various hospital reimbursement alternatives, conducted extensive research and analysis on hospital

FACULTY (continued)

marketbasket indexes, and developed a series of reports and analyses on health maintenance organization finances and premiums. Previously, Ms. Kupferman worked at the New York State Department of Health and the Dormitory Authority of the State of New York. Ms. Kupferman received a Bachelor's degree in Mathematics and a Master of Business Administration degree from the State University of New York at Albany.

ELIZABETH A. "BETA" MANNIX, PH.D.

Professor of Management and Organizations

The Johnson Graduate School of Management, Cornell University



Professor Mannix's research and teaching activities cover topics including leading organizational change, power and influence, leadership, diversity, and effective team performance. Dr. Mannix's recent research focuses on the effectiveness of different influence strategies in diverse teams. Before joining the faculty at Cornell, she was a faculty member at Columbia Business School and at the University of Chicago.

She was a visiting professor in the Master of Business Administration program at the Sasin Graduate Institute of Business Administration at Chulalongkorn University in Bangkok, Thailand. She is also the winner of two Center for International Business Education grants to compare the types of strategies used by Japanese, Chinese, and U.S. negotiators. Her research has appeared in numerous journals. She is the co-editor of the book series, *Research on Managing Groups and Teams*, now in its tenth volume. Dr. Mannix was a recent Associate Editor of the *Academy of Management Review* and serves on the editorial boards of *Administrative Science Quarterly* and *Organization Science*. Her consulting and executive education reaches major corporations in the United States, Europe, and Asia on topics such as leadership, organizational change, negotiation, and the effective use of power and influence.

SEAN NICHOLSON, PH.D.

Associate Professor

College of Human Ecology, Sloan Program, Cornell University



Dr. Nicholson is an associate professor in the Department of Policy Analysis and Management at Cornell University, faculty for the Sloan Program in Health Administration, and a Faculty Research Fellow at the National Bureau of Economic Research. He is currently conducting research in four areas: incentives to innovate in the biotechnology and pharmaceutical industry, how physicians develop their treatment styles

and whether patients choose physicians based on their treatment styles, measuring the financial benefit to an employer of investing in the health of workers, and the causes of autism. Dr. Nicholson was formerly a faculty member in the Health Care Systems Department at The Wharton School of the University of Pennsylvania. He worked for four years as a management consultant and taught high school for two years before enrolling in graduate school. He is a graduate of Dartmouth College and received a Doctorate in Economics from the University of Wisconsin, Madison.

NANCY PRATT, R.N., M.S.N.

Senior Vice President of Clinical Effectiveness

Sharp HealthCare



Ms. Pratt is a key leader in quality, patient safety, and organizational performance improvement at Sharp HealthCare in San Diego, California. Other vital areas under her direction include clinical service lines and clinical decision support, which aid in the development of Sharp HealthCare's strategic planning and mission. She has worked in the clinical effectiveness field for nearly ten years and is a noted national speaker. She led clinical initiatives at the Medical University of South Carolina and Sentara Health Care, and served as Vice President of Clinical Services at Clinicomp, International. Before joining Sharp HealthCare, she was Vice President of Clinical Data Services for MEDai, Inc., a computer information services company that helps health care providers measure quality. Ms. Pratt has prior experience as a manager in cardiovascular care and trauma. Additionally, she has more than 20 years of experience as a critical care nurse in a variety of settings. She holds a Bachelor's degree in Nursing from the State University of New York, a Master's degree in Nursing Administration from San Diego State University, and is an American Society of Quality certified Six Sigma Black Belt. She is also a member of the 2006 Board of Examiners for the National Malcolm Baldrige Quality Award.

DANIEL SISTO

President

Healthcare Association of New York State



With nearly 30 years of executive leadership experience, Mr. Sisto is recognized as one of the nation's leading experts on health care public policy, advocacy, and program development. Mr. Sisto has served as President of HANYS since 1986. Under his leadership, HANYS was transformed from a 220-member hospital association to a 550-member association that spans the spectrum of not-for-profit health care providers. He has personally negotiated major health reform legislation and annual state budgets with five New York Governors, and has helped establish HANYS as a strong advocacy presence in Washington, D.C., with regular access to the White House and congressional leaders. Mr. Sisto is a widely recognized speaker on public policy, advocacy, health planning, and administration. Mr. Sisto holds a Bachelor of Science degree in Management and a Master of Business Administration degree in Marketing from St. John's University.

MARK J. SOLAZZO

Executive Vice President and Chief Operating Officer

North Shore-Long Island Jewish Health System



Mr. Solazzo provides leadership and oversight to all operations for North Shore-Long Island Jewish Health System (NS-LIJ), which is based in Great Neck, New York. Prior to 2005, Mr. Solazzo served as Chief of Staff and Chief Administrative Officer to NS-LIJ's President and Chief Executive Officer. Mr. Solazzo held a number of positions in his 15-year tenure at the New York State Department of Social Services. He earned Harvard University's Innovations in Government Award for his work on New York's Child Assistance Program. Mr. Solazzo is a member of the Healthcare Institute, Inc., and the Health Management Academy. He is an adjunct Professor of Health Care Management at St. Joseph's College in Patchogue, New York.

FACULTY (continued)

MARY THERRIAULT, R.N., M.S.N.

Senior Director, Quality and Research Initiatives
Healthcare Association of New York State



Ms. Therriault coordinates HANYS' activities related to the Centers for Medicare and Medicaid Services Hospital Quality Initiative, which includes developing an education plan for members, coordinating regional efforts, and communicating important information that can be used by health care facilities to improve performance. Ms. Therriault directs the Quality Indicator Project, a national performance measurement initiative with more than 130 participating New York State health care facilities. She also coordinates HANYS' activities related to the New York Patient Occurrence Reporting and Tracking System (NYPORTS), which includes advocacy, member education, and communication. Ms. Therriault represents HANYS' membership at national and state forums and assists in the development of educational tools and information members can use to measure and enhance quality of care. Before coming to HANYS, she spent years as a quality management specialist, critical care nurse, and nurse instructor at St. Peter's Health Care Services in Albany. She received a Bachelor of Science degree in Nursing and a Master of Science in Nursing Education from Excelsior College of New York.



ROHIT VERMA, PH.D.

Associate Professor of Service Operations Management
School of Hotel Administration, Cornell University

Dr. Verma's research interests include product/service design, innovation and process improvement, supplier selection strategies, and operations/marketing interrelated issues. His research projects have been sponsored by the U.S. Forest Service, Marketing Science Institute, Hospitality Sales and Marketing Association International, First Chicago, NCR Knowledge Lab, General Growth Properties, Siemens, Mead Johnson, and Kimberly-Clark. He serves as the Associate Editor of *Journal of Operations Management and Decision Sciences*, Senior Editor of *Production and Operations Management*, and editorial board member of *Journal of Service Research* and *Cornell Hotel and Restaurant Administration Quarterly*. He also served as guest editor for four issues of *Journal of Operations Management* on topics related to effective management of service businesses. Before his current appointment, he was the George Eccles Professor of Management, David Eccles School of Business at the University of Utah. He received a Master's in Business Administration degree, with a specialization in health systems management, from Union College in Schenectady. He received his Doctorate degree from the University of Utah.

“Attending *The Academy* was a fantastic experience. It has given me the tools and knowledge to lead my department to a more productive future. I enjoyed every lecture and every speaker. This was a transformational experience for me.”

Carlos Sandoval
Chief MRI Technologist,
Huntington Hospital
Class of 2009



TUITION

Tuition is \$5,500 per person, and includes course work, materials, and most meals. Transportation and overnight accommodations are the responsibility of the participant.



PAYMENT AND REGISTRATION

Reservations to attend *The Academy for Healthcare Leadership Advancement* require a non-refundable payment of \$5,500.

To register for *The Academy*, go to www.hanys.org and click on “Academy for Healthcare Leadership” from the “Events” tab. You may also register by mail, telephone, or fax by using the enclosed form.

CANCELLATION POLICY: Reservations cancelled prior to July 18, 2011 will be refunded 50% of the tuition. However, substitutions are permitted and encouraged at no extra charge.

HOTEL ACCOMMODATIONS

A block of rooms has been set aside at The Statler Hotel for *Academy* participants. The Statler Hotel is part of the renowned Cornell University School of Hotel Administration. Founded in 1922 as the first collegiate course of study in hospitality management, this Ivy League institution has the largest full-time faculty, the most extensive curriculum, and the most advanced facilities in hospitality management education.

The room block will be held until August 25, on a first-come, first-served basis. To receive the special group rate, please mention that you are with the Cornell-HANYS program when reserving your room. The nightly rate (single or double occupancy) is \$182. Check-in on Sunday is 3 p.m.; check-out on Tuesday is noon. The Statler Hotel will provide parking for overnight guests at a rate of \$12 per car, per night. Complimentary shuttle service to and from the Tompkins County Airport is available seven days per week. Should you require this service, we encourage you to make a reservation in advance.

The Hotel’s telephone number is (607) 257-2500.

For additional information, please refer to the hotel Web site at <http://www.statlerhotel.cornell.edu>.

CONTINUING EDUCATION

American College of Healthcare Executives (ACHE)

The Healthcare Educational and Research Fund (HERF) is authorized to award 46 hours of pre-approved Category II (non-ACHE) continuing education credits for this program toward advancement or recertification in ACHE. Participants in this program wishing to have the continuing education hours applied toward Category II credits should indicate their attendance when submitting application to ACHE for advancement or recertification.

National Association for Healthcare Quality

This activity will be submitted to the National Association for Healthcare Quality for Certified Professional in Healthcare Quality continuing education credit.

National Association of Boards of Examiners for Nursing Home Administrators

This educational offering has been reviewed by the National Continuing Education Review Service of the National Association of Boards of Examiners for Nursing Home Administrators and approved for 56.5 clock hours and 46 participant hours.

State Board of Public Accountancy

This activity will be submitted to the State Board of Public Accountancy.

DataGen AcademySM



Since its inception in 2004, DataGen AcademySM has rapidly become a much sought-after resource for health care professionals seeking training in the strategic application of financial, quality, workforce, community health, and marketplace data. Through DataGen Academy courses, today's health care professionals discover practical approaches to understanding the vast array of health care information to foster improved decision-making and successful positioning in the marketplace. DataGen Academy is a program of HANYS Solutions and the Healthcare Association of New York State.

DataGen



Formed in 2004, DataGen, a HANYS Solutions company, offers a variety of software solutions, health care data, analytics, and support to 41 state hospital and health care associations and a number of multi-state health care systems. DataGen's products and expertise are used by more than 85% of the nation's hospitals and health care systems.

QUESTIONS . . .

ABOUT REGISTRATION?

Contact Joan Stewart, Manager, Healthcare Educational and Research Fund, at (888) 994-4373.

ABOUT THE PROGRAM?

Contact Rachel Hajos, Vice President, Learning and Development, at (518) 431-7838.

The Johnson Graduate School of Management at Cornell University



Cornell University
The Johnson School

Founded in 1946, The Johnson School is consistently ranked as one of the nation's top graduate

schools of business. The Johnson School builds upon Cornell's depth and breadth of distinguished research and teaching, and its vast, worldwide network of alumni, faculty, and colleagues. The Johnson School's Executive Education is a member of the International University Consortium for Executive Education (UNICON). UNICON is an organization of business schools worldwide sharing a commitment to management and executive education and development. *The Academy* is also supported by the College of Human Ecology's Sloan Program in Health Administration and the School of Hotel Administration.

The Sloan Program



Cornell University
Sloan Program in Health Administration

Cornell's Sloan Program in Health Administration offers a Master of Health Administration degree. Since its founding in 1955 as the nation's first two-year academic program in health services management, it has been dedicated to preparing new generations of health care leaders. The Sloan Program is built upon a foundation comprised of rigorous training in management; a solid understanding of the health care system, policy environment, ethics, public health, and epidemiology; and hands-on learning in real world settings.

"The HANYS Academy for Healthcare Leadership Advancement provided me with knowledge that I will use to better anticipate and react to changes in health care, while creating a positive culture for my staff. I strongly recommend The Academy because of the sharing of information and experiences among participants from different health care institutions, and the fact that it takes place at the prestigious Cornell University and is taught by outstanding faculty."

Francis Pabon
Assistant Director,
Continuum Health Partners, Inc.
Class of 2010



Alumni Organizations, 2008-2010

Albany Medical Center
Arnot Ogden Medical Center
Aurelia Osborn Fox Memorial Hospital
Bassett Healthcare Network
Benedictine Hospital
Beth Israel Medical Center—Milton and Carroll
Petrie Division
Canton-Potsdam Hospital
Catholic Health System, Buffalo
Cayuga Medical Center at Ithaca
Columbia Memorial Hospital
Community Memorial Hospital
Continuum Health Partners, Inc.
Delaware Valley Hospital
Edna Tina Wilson Living Center
Elizabethtown Community Hospital
Finger Lakes Health
Glen Cove Hospital
Harlem Hospital Center
Highland Hospital of Rochester
Huntington Hospital
Huntington Living Center
Lewis County General Hospital
Long Island College Hospital
Long Island Jewish Medical Center
New York Hospital Queens
NewYork-Presbyterian Hospital—New York Weill
Cornell Medical Center
Nexera Consulting
North Shore Home Care
North Shore University Hospital
North Shore-Long Island Jewish Health System
Northern Westchester Hospital
Nyack Hospital
Olean General Hospital
Orange Regional Medical Center
Oswego Health
Putnam Hospital Center
Richmond University Medical Center
Saint Vincent Catholic Medical Centers of New
York—Staten Island Region
Sheehan Memorial Hospital
Sound Shore Health System, Inc.
Southern Tier Health Care System, Inc.
Southside Hospital
St. Joseph's Hospital Health Center
St. Luke's-Roosevelt Hospital Center—Roosevelt
Division
St. Vincent's Hospital-Manhattan
St. Vincent's Medical Center, Connecticut
Staten Island University Hospital
Stony Brook University Medical Center
Strong Memorial Hospital
The Zucker Hillside Hospital
United Health Services
United Health Services Hospitals, Inc.
United Memorial Medical Center
Vassar Brothers Medical Center
WCA Hospital
YAI Premier HealthCare