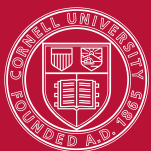




The Academy for Healthcare Leadership Advancement

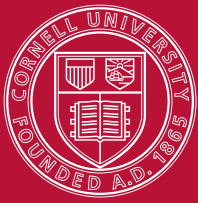
FALL 2009



Cornell University
The Johnson School



Healthcare Association
of New York State



The Academy for Healthcare Leadership Advancement

MORE OPPORTUNITIES TO LEARN

To accommodate the overwhelming demand and maintain an intimate classroom environment, *The Academy* has been expanded to two programs.

PROGRAM I SEPTEMBER 16 - NOVEMBER 17

The opening session will be held at Cornell September 16-18, followed by seven weeks of online “virtual sessions,” with the closing session November 15-17.

PROGRAM II SEPTEMBER 20 - NOVEMBER 20

The opening session will be held at Cornell September 20-22, followed by seven weeks of online “virtual sessions,” with the closing session November 18-20.

Now, more than ever, the changing health care environment requires “break-through performance” from the professionals charged with moving their organizations in the right direction. Leaders within hospitals and health systems must be equipped to face today’s daunting challenges and other tests that will emerge in 2009 and beyond.

Health care leaders need knowledge and resources to navigate through financial crises not seen in generations, to adapt to shifting public health policies with a new administration in Washington, D.C., and to attain higher levels of quality care and operational efficiency, while meeting the health care needs of their communities.

*To help health care organizations advance their leadership capabilities and break-through performance, the Healthcare Association of New York State (HANYS) and The Johnson Graduate School of Management at Cornell University have collaborated to offer **The Academy for Healthcare Leadership Advancement**.*

***The Academy** combines 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.*

*The eight-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. 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 leadership.*

*Successful organizations require innovation and strong leadership at all levels. Through **The Academy**, health care professionals learn cutting-edge business and leadership strategies, facility-specific data analytics, and gain focused information on the health care environment.*

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

Maryjane Wurth
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 will offer participants 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 in management, hospitality, and health policy from Cornell University and other experts in health care management;
- ✓ 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 the mission of their organizations; and
- ✓ network with peers and colleagues from across the nation.

“At Continuum Health Partners, we believe that an investment in leadership development can make the difference between good performance and exceptional performance. The HANYS/Cornell Academy for Healthcare Leadership Advancement is an important component of our leadership development strategy since our experience with the inaugural program was excellent. The program supports Continuum Health Partners’ dedication to developing our rising leaders. We look forward to continuing our participation.”

Gail Donovan
Executive Vice President and
Chief Operating Officer,
Continuum Health Partners

DAY 1

Noon

Welcome and Introductions

(A LIGHT BUFFET LUNCH WILL BE AVAILABLE)

12:30-5 p.m.

Leadership Development

5-5:30 p.m.

OPENING RECEPTION/DINNER

DAY 2

8-11:30 a.m.

Competitive Landscape: Industry Analysis

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

LUNCH

12:30-3:30 p.m.

Using Financial Statements to Assess Performance

3:45-6:30 p.m.

Service Excellence

DINNER ON YOUR OWN IN ITHACA

DAY 3

8-11 a.m.

Measuring Customer Preferences:

What Do Customers Really Want?

11 a.m.-Noon

EARLY LUNCH

Noon-3 p.m.

Competitive Strategy/Positioning for Advantage

3-4 p.m.

Making it Real: Positioning for Success

DEPARTURE

AGENDA (continued)



VIRTUAL CLASSROOM

SEPTEMBER 30-NOVEMBER 11

The weekly Web-based classes will take place every Wednesday from 4 to 7 p.m., with the exception of the October 20 Webconference, which is a Tuesday.

WEDNESDAY, SEPTEMBER 30

The Health Care Landscape
Health Care Planning and Marketing

WEDNESDAY, OCTOBER 7

Finance and Health Care Economics

WEDNESDAY, OCTOBER 14

Quality and Patient Safety

TUESDAY, OCTOBER 20

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

WEDNESDAY, OCTOBER 28

Health Information Technology

NOVEMBER 4

Health Care Workforce

NOVEMBER 11

Community Stewardship and Services



ON-SITE CLASSROOM

Cornell University, Ithaca, NY

CLOSING SESSION: Execution Skills

DAY 1

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.

**Service Line Profitability: Estimation and
Decision-Making**

DINNER ON YOUR OWN IN ITHACA

DAY 2

8 a.m.-Noon

Strategic Negotiation

Noon-1 p.m.

LUNCH

1-4:30 p.m.

Strategic Decision-Making

5-6:30 p.m.

Capstone Project Fair

CLOSING RECEPTION/DINNER

DAY 3

9-11a.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 will focus 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 a positive action plan focused on each participant’s strengths that is linked to personal and career objectives, as well as a method for implementing the plan.

Competitive Landscape: Industry Analysis

To formulate a competitive strategy, a manager needs to understand the industry landscape. That is, who are important players that affect the firm’s profitability? In today’s health care environment, managers must formulate competitive strategies that play well to their organizations’ own strengths. Critically, managers must understand that competitive strategy defines what a firm does and what a firm cannot do. This module will explore frameworks to analyze the competitive structure of health care and competitive strategy tradeoffs.

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, participants will learn how to assess performance using the income statement, balance sheet, and statement of cash flow. Participants will then use the financial statements as a basis to develop key performance metrics to: 1) assess how well the hospital is performing compared to similar hospitals; 2) hypothesize why the hospital is performing better or worse than its peers; and 3) discuss ways to test the various hypotheses.

Service Excellence

Six Sigma is a fact-based, data-driven philosophy of quality improvement that has been found to be highly effective for process improvement in a large number of companies across many industries. Lean Production is “a socio-technical production system whose main objective is to eliminate waste by concurrently reducing or minimizing supplier, customer, and internal variability.” While originally developed by Toyota for automobile manufacturing, the concepts and tools of Lean Production are now widely used in both manufacturing and service sector organizations for process improvement. During this course, participants will get a background of the Lean Six Sigma



**“This program was excellent.
A true asset to the health care
industry.”**

Lenny Nartowicz
North Shore-Long Island
Jewish Health System
2008 Alumni,
The Academy for
Healthcare Leadership
Advancement

SESSION DESCRIPTIONS: OPENING SESSION (cont.)

approach (combination of Six Sigma and Lean Production) within the context of process and service excellence in health care.

Measuring Customer Preferences: What Do Customers Really Want?

Consumer-oriented organizations rely on customer input to develop successful new products and services. This session will begin with a discussion of alternative approaches to measure customer preferences, with a focus on “conjoint analysis,” a time-tested and versatile technique to incorporate customer preferences into new product development. The session will explore 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 will illustrate the use of the technique for product design, pricing, and segmentation applications.

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 cost-control; attract patients, physicians, and other health professionals; and build a strong, trusted reputation in the community. This session will explore business strategies for managing profitability, and the trade-offs that come with adopting these business

“This program is the benchmark for future health care alliances understanding the importance of business management for health care senior professionals.”

Travis Turner
Cayuga Medical Center
2008 Alumni, The Academy for Healthcare
Leadership Advancement

strategies. Participants will learn about templates managers should use to understand if an organization is capable of sustaining a business strategy, and discuss the causes of business strategy failure.

Making it Real—Positioning for Success

As a transition from the leadership and management session at Cornell University to the health care-focused Web sessions, a prominent hospital chief executive officer will talk about the application of leadership principles to health care. The challenges of the current health care environment, strategies for the future, and the imperative for effective, engaged leaders will be addressed.



SESSION DESCRIPTIONS: VIRTUAL SESSIONS

The Health Care Landscape

In this session, HANYS' President Daniel Sisto will provide an overview of the current challenges and opportunities for leaders in health care today. Drawing on his three decades of leadership experience in this ever-changing environment, Mr. Sisto will discuss 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 will offer 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.

Health Care Planning and Marketing

This session will explain 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 lead-

ers can make sound evidence-based decisions, shorten the time between decision-making and implementation, and reduce financial risk.

Finance and Health Care Economics

This session will cover the history of hospital financial policies and discuss how finance and public health policies are intertwined. Faculty will provide an overview of 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 will be the Medicare and Medicaid Prospective Payment Systems, how public goods (e.g., charity care) are paid for, and margin vs. mission.

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, implications of data accuracy, and how benchmarking and using comparative databases can contribute to improvement strategies.

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

"Better care should be rewarded . . . it is time that we pay for the quality of the health care provided to our beneficiaries, not simply the amount." These comments from Mark McClellan, past Administrator of the Centers for Medicare and Medicaid Services, reflect the current and future impetus for health care leaders to make the direct connection between the quality of care delivered in their facilities and the payment they receive for that care. This session will review quality measures and hospital reporting requirements, discuss the philosophy and history of pay-for-performance initiatives, and look toward future initiatives including new and proposed public reporting requirements and Medicare value-based purchasing.

"The Academy for Healthcare Leadership Advancement with Cornell is a great opportunity for decision-making managers to be exposed to many aspects of the increasingly complex world of health care administration. It combines personal interaction with colleagues and faculty at Cornell University with the convenience of teleconferencing from their homes and offices. I appreciate having been able to send one of my key individuals to *The Academy* for this wonderful opportunity to be more prepared to address the hospital administration issues of the future."

Ann Gilpin

President and Chief Executive Officer,
Oswego Health

SESSION DESCRIPTIONS **VIRTUAL SESSIONS** (continued)

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, assuring privacy, improved efficiencies, medical error prevention, and enhanced communication among health care professionals, consumers, and organizations. This session will offer perspective on HIT, providing strategies that leaders need.

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 work-

force planning is essential and includes components such as guiding principles and values, recognition, innovative communications and engagement strategies, customer-centered approaches, cross-alignment, and system thinking. Participants will be able to apply these concepts and approaches to their own workplace to help them engage, attract, and retain staff.

Community Stewardship and Service

The final in the weekly series of virtual classroom sessions will bring together key issues and themes from the preceding Web sessions in the context of community stewardship and service. This session will address how leaders throughout the health care organization, in alignment with the board of trustees, ensure community benefit, fulfill the organization's mission, enhance its reputation, and build its legacy.

SESSION DESCRIPTIONS: **CLOSING SESSION**

Organizational Change and Renewal

Truly effective organizational change must be targeted at the strategic as well as the cultural level of the organization. The barriers to achieving this type of change are multi-faceted, and can include both psychological and structural factors. Successful change efforts are 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 organizational vision; and mastering skills such as communication, negotiation, and coalition building that move their vision forward. This session will use real-world business cases to present a framework for overcoming common barriers to change, and for putting the steps into place for leading cultural change and renewal.

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



SESSION DESCRIPTIONS: CLOSING SESSION

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 will use actual revenue and expense data for an academic medical center to estimate service line profitability by payer, and then use the model to make key strategic and operating decisions.

Strategic Negotiation

This session focuses on improving negotiating skills and developing techniques for building agreement among organizational stakeholders such as customers, suppliers, partners, and employees. It examines how to build positive working relationships and ways to move from confrontation

to problem-solving. Briefings, case studies, and simulations demonstrate approaches to preparing for negotiations, how to handle difficult negotiations, and ways to invent creative options that address the interests of all parties.

Strategic Decision-Making

This session will make health care leaders better decision makers by teaching decision concepts and skills and by providing a framework for a good decision process. Using a combination of activities, cases, and exercises, faculty will stress the role of framing decisions in useful ways, seeing how others may view the same decision, identifying shortcomings in intuitive judgment, and learning from experience.



CAPSTONE PROJECT

Over the duration of *The Academy*, each participant will apply learning toward completing a self-directed “capstone” project that addresses an organization-specific issue. This comprehensive approach provides a valuable return on investment by implementing solutions to a “real-time” challenge or project that can be applied to the workplace.

LEADERSHIP ROUNDTABLE

As part of the closing session at Cornell, participants will hear from hospital chief executive officers. This discussion will provide participants an opportunity to hear the pressing issues facing some of the most successful health care executives and the strategies they employ. Hear from today’s health care leaders how they sustain their organizations’ mission amidst tremendous internal and external obstacles that can appear to be insurmountable.

FACULTY

KATHLEEN CICCONE, R.N., M.B.A.

Vice President, Quality and Research Initiatives
Healthcare Association of New York State



In her position at HANYS, Ms. Ciccone directs and coordinates all Association activities for HANYS' membership related to quality oversight, performance improvement, and research initiatives. She is responsible for advocacy and representation for legislative, regulatory, and accreditation initiatives; development and oversight of research projects; oversight of comparative data projects; and division management. Ms. Ciccone is HANYS' key liaison for quality activities with external organizations at national and state levels. She is a frequent lecturer and author of several publications. She received her Master's degree from the State University at Albany.

STEVEN I. GOLDSTEIN

President
Strong Memorial and Highland Hospitals



Mr. Goldstein is Vice President for the University of Rochester Medical Center (URMC), President and Chief Executive Officer for Strong Memorial Hospital and Highland Hospital in Rochester, President for Long Term Care for URMC, and President of Strong Partners Health System. In addition, he is a professor in community and preventive medicine for the University of Rochester School of Medicine and Dentistry. Mr. Goldstein is the 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, Seagate Alliance, and Rochester Regional Healthcare Association. He is a Diplomate of the American College of Healthcare Executives. He 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 focuses 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 is 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 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, as well as several Ph.D. 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 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, KeySTATS® Information Products
DataGen



Ms. Kupferman has more than 25 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 marketbasket indexes, and developed a series of reports and

FACULTY (continued)

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
Director of the Institute for the Social Sciences
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 Sasun 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.

PETER MCGINN, PH.D.

President
Leadership Impact



A former health system chief executive officer and consultant to senior management in many industries, Dr. McGinn understands how important it is to have access to trusted and knowledgeable advisors. He founded Leadership Impact to help leaders and organizations become more effective by skillfully managing strategic and leadership problems and opportunities. Before founding Leadership Impact, Dr. McGinn was President and Chief Executive Officer of United Health Services in Binghamton, New York. Dr. McGinn led the transition of this multi-hospital system and guided the growth of a dynamic and sustainable organization. Dr. McGinn has taught strategic management and organizational behavior at the School of Management at Binghamton University. He is the author of *Leading Others*, *Managing Yourself*, *Learning to Lead*, a self-study course from the American College of Healthcare Executives; as well as articles for hospital executives and trustees in the American Hospital Association's *Trustees Magazine* and *Hospitals and Health Networks OnLine*. In addition to receiving a Bachelor of Arts degree and Doctorate in Psychology from Johns Hopkins University, Dr. McGinn served as the Vice President of Human Resources at Johns Hopkins Hospital and Health System and directed the development of a total quality management program at the organization.

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.

DANIEL SISTO

President
Healthcare Association of New York State



With nearly 30 years of executive leadership experience, Daniel 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 has 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 four 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 highly 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

Senior Vice President and Chief Operating Officer
North Shore-Long Island Jewish Health System



Mr. Solazzo provides leadership and oversight to all operations for the North Shore-Long Island Jewish Health System, which includes its 15 hospitals, long-term care facilities, an internationally recognized medical research institute, and health care-related businesses. Mr. Solazzo oversees a workforce of nearly 38,000 employees, including more than 8,000 physicians and 11,000 nurses. In his role, he is responsible for integrating the strategic plan of the organization through operating and maintaining an organizational culture that recognizes the importance of strategic change leadership, excellence in execution, accountability, and the ongoing commitment to long-term growth and innovation. Before his appointment to Chief Operating Officer in 2005, Mr. Solazzo served as Chief of Staff and Chief Administrative Officer to the system's President and Chief Executive Officer, Michael J. Dowling. Before joining North Shore in 1995, he held a number of senior-level positions within the New York State Department of Social Services. Mr. Solazzo earned an undergraduate degree from

FACULTY (continued)

Fordham University and received a Master's in Business Administration degree, with a specialization in health systems management, from Union College in Schenectady.

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 (CMS) 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.

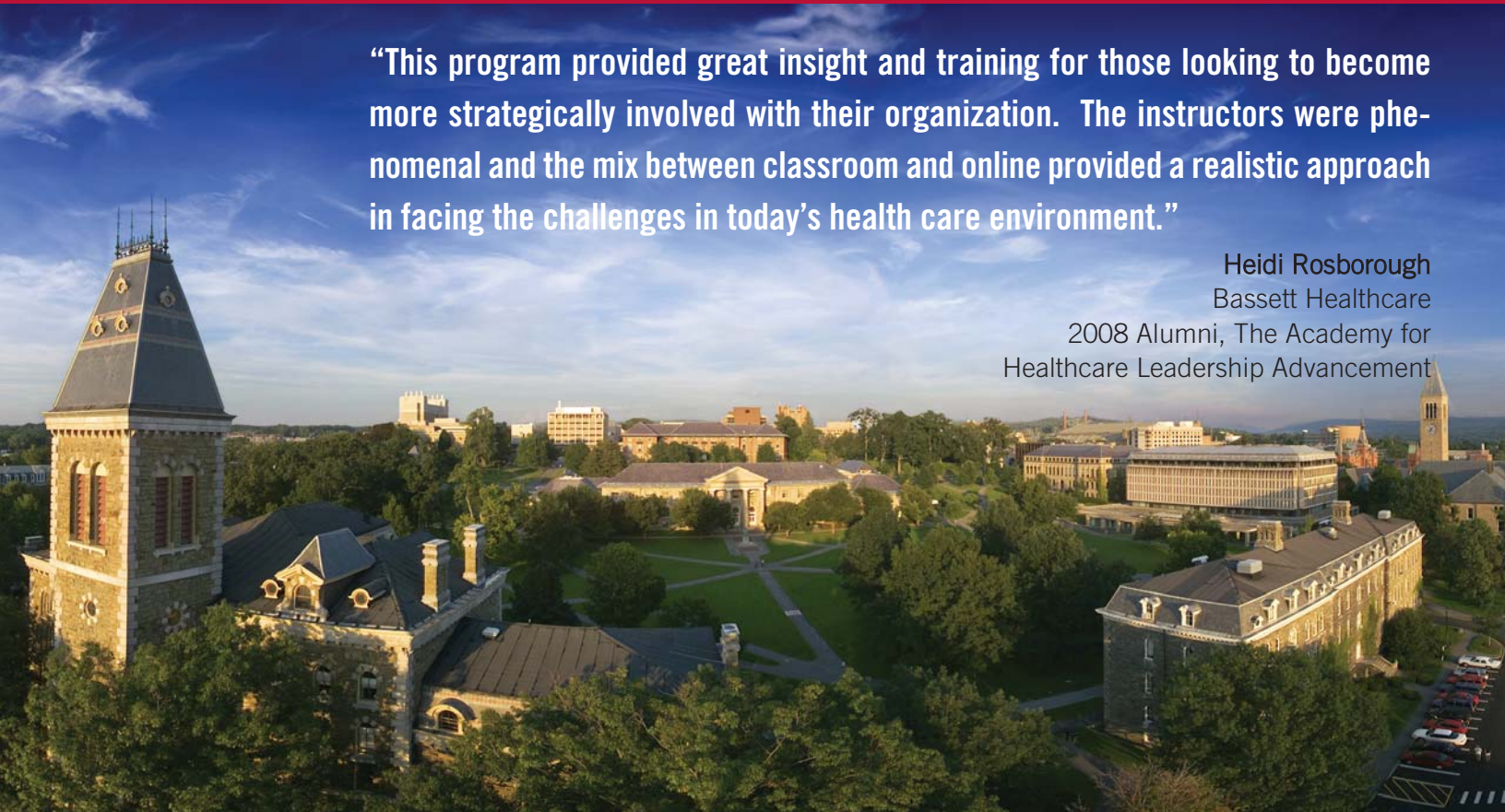
Associate Professor of Service Operations Management
School of Hotel Administration, Cornell University



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 his Doctorate degree from the University of Utah.

“This program provided great insight and training for those looking to become more strategically involved with their organization. The instructors were phenomenal and the mix between classroom and online provided a realistic approach in facing the challenges in today’s health care environment.”

Heidi Rosborough
Bassett Healthcare
2008 Alumni, The Academy for
Healthcare Leadership Advancement



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.

CANCELLATION POLICY: Reservations cancelled prior to July 18, 2009, 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 16, 2009, 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 single rate is \$175 per night, double occupancy is \$185 per night. 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 \$10 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 52 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 education 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 52 participant hours.

State Board of Public Accountancy

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

DataGen



Formed in 2004, DataGen, a HANYS Solutions company, offers a variety of software solutions, health care data, analytics, and support to 34 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.

DataGen AcademySM



Since its inception in 2004, DataGen Academy has rapidly become a much sought-after resource for health care professionals to receive training in the strategic application of financial, quality, workforce, community health, and marketplace data. Through DataGen Academy courses, today's health care leaders 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.

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 with a serious 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 (MHA) 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.

“So rarely do I get an opportunity to be in a learning environment of such caliber and then have an opportunity to directly apply it. This program really is giving me an opportunity to make a difference. There are entities out there that are referred to as incubators, a place where a professional can learn and create and act upon new ideas. That is my impression of this experience. Not only will my capstone be helpful to my organization, but I have connected with other professors at Cornell with whom I will be collaborating on other projects. This is an opportunity I never would have had without *The Academy!*”

Tina H. Sernick

Long Island College Hospital
2008 Alumni, The Academy for
Healthcare Leadership Advancement

2008 Alumni Organizations

Bassett Healthcare
Benedictine Hospital
Beth Israel Medical Center—Milton and Carroll Petrie Division
Canton-Potsdam Hospital
Catholic Health System, Buffalo
Cayuga Medical Center at Ithaca
Community Memorial Hospital
Continuum Health Partners, Inc.
Elizabethtown Community Hospital
Finger Lakes Health
Glen Cove Hospital
Harlem Hospital Center
Highland Hospital of Rochester
Huntington Living Center
Lewis County General Hospital
Long Island College Hospital
New York Hospital Queens
NewYork-Presbyterian Hospital—New York Weill Cornell Medical Center
North Shore University Hospital
North Shore-Long Island Jewish Health System
Olean General Hospital
Oswego Health
Saint Vincent Catholic Medical Centers of New York—Staten Island Region
Southside Hospital
St. Luke's-Roosevelt Hospital Center—Roosevelt Division
St. Vincent's Hospital-Manhattan
Stony Brook University Medical Center
Strong Memorial Hospital
The Zucker Hillside Hospital
United Memorial Medical Center