The Academy for Healthcare Leadership Advancement

A partnership of the Healthcare Association of New York State and the Johnson School of Cornell University

FALL 2017
The American healthcare system is in an era of unprecedented change that is redefining how care is delivered. Many questions remain unanswered about plans to repeal and replace the Affordable Care Act (ACA). How will these impending changes impact healthcare professionals and providers?

Organizations need leaders to demonstrate innovation and strong decision-making abilities. Professionals charged with moving their organizations forward must have skills, techniques, and strategies that lead to success.

To help healthcare organizations advance their leadership capabilities and position themselves in today's complex environment, the Healthcare Association of New York State (HANYS) and The Samuel Curtis 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 healthcare system knowledge of HANYS with the executive education and business expertise of Johnson at Cornell University—one of the nation's premier universities and business schools.

Through The Academy, healthcare professionals gain focused insight on the healthcare environment and learn facility-specific data analytics and cutting-edge business leadership strategies. The seven-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 healthcare 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 healthcare providers, chief executives should consider The Academy 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
HANYS Solutions

Elizabeth A. Mannix, Ph.D.
Associate Dean for Executive Education, Ann Whitney Olin Professor of Management; Professor of Management and Organizations The Johnson School, Cornell University
“The Academy is an excellent program designed to meet the needs of current and future healthcare leaders. My leadership skills have been enhanced and I’m able to make a greater contribution to my organization’s success.”

— Michele Walsh, R.N., M.S.N.
Chief Nursing Officer, St. Mary’s Healthcare

Class of 2015

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 and targeted healthcare issues, delivered by world-class faculty;

✔ develop a self-directed “capstone” project based on a real-time challenge;

✔ advance their professional careers by earning a program certificate from Cornell University;

✔ develop leadership skills that will help advance their organizations’ missions; and

✔ network with peers and colleagues from across the nation.
Sunday, September 24

**NOON - 12:30 P.M.**
Welcome Lunch and Introductions

**12:30 - 5 P.M.**
Leadership, Motivation, and Engagement (Part 1)

Leadership is one of the most talked about and written about topics in management. There are thousands of articles, books, and now videos and blogs about what makes an effective leader. Yet, despite all this interest, there remains a vast amount of misinformation and confusion about this complex issue. In three sessions we will cover the main issues that are critical to leadership in organizations today: 1) how the style of the leaders matters in motivating effective performance; 2) the challenges of leading a successful, high-performing team; and 3) what it means to be a principled, values-driven leader. In each session we will use a variety of techniques to cover the material, including industry examples and cases, simulations and exercises, and individual assessments.

5 - 5:30 P.M.
Capstone Orientation

6 - 8 P.M.
Reception/Dinner

Monday, September 25

**8 - 11:30 A.M.**
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.
11:30 A.M. - 12:30 P.M.  
Lunch

12:30 - 2:30 P.M.  
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.

2:45 - 5 P.M.  
Leadership, Motivation, and Engagement (Part 2)

Dinner on Your Own in Ithaca

Tuesday, September 26

8 - 11:30 A.M.  
Competitive Strategy/Positioning for Advantage

Hospitals and health systems face intense competitive pressures in today’s environment. Survival means implementing effective business strategies that maximize efficiency and control costs; attract patients, physicians, and other healthcare professionals; and build a strong, trusted reputation in the community. This session offers business strategies for managing profitability and addresses 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.

11:30 A.M. - 12:30 P.M.  
Lunch

12:30 - 2:15 P.M.  
Leadership, Motivation, and Engagement (Part 3)

2:30 - 4 P.M.  
Making it Real: Positioning for Success

As a result of federal and state healthcare reform initiatives, 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 facilities deliver the best possible level of service to patients. In this session, Steven Goldstein, President of Strong Memorial and Highland Hospitals in Rochester, provides his candid assessment of the current healthcare 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 organizations on a path to success.

4 P.M.  
Closing Comments and Adjournment

“Recently, I have been asked to assume more administrative responsibilities in areas I had not been trained in; hospital administration was not part of my medical school program. When I spoke to my CEO about obtaining an MBA, he told me I needed a good executive education program, not an MBA. I selected The Academy for Healthcare Leadership Advancement. This has been an incredible learning experience—real information for me to use in my expanding role.”

— Rajiv Datta, M.D.  
South Nassau Communities Hospital  
Class of 2011
The Academy for Healthcare Leadership Advancement is an excellent educational program that delivers incredible insight in an impressive, thought-provoking environment.

— Marc Mesick
Chief Financial Officer
Ellis Medicine
Class of 2012

October 3 – November 1
The web-based classes will be held as follows:

TUESDAY, OCTOBER 3
3:30 - 5 P.M.
Upended Assumptions: Healthcare Policy in 2017
Major assumptions that were once guiding the thinking about the evolving healthcare system in the United States are now in question. Changes to ACA specifically, and health policy more generally, under the Trump Administration have significant implications for healthcare providers and how care is delivered. Market consolidation, changes in insurance models, potential changes in Medicaid and Medicare, physician payment mechanisms, and the role of value-based payment are all part of numerous and complex issues confronting the healthcare system. This session provides context and offers perspective on a changed healthcare landscape and its implications for those in leadership roles.

TUESDAY, OCTOBER 10
3:30 - 5 P.M.
Quality and Patient Safety in a Dynamic Healthcare Environment
The changing political and payment landscape has and will continue to have an impact on how providers ensure high-quality care and patient safety. Numerous quality improvement initiatives, measurement, pay-for-performance programs, and public reporting requirements have placed an extraordinary demand on healthcare leaders to improve processes and change culture to drive meaningful and sustainable improvement. In this session, participants will learn about quality improvement and patient safety concepts. Practical application of these concepts will also be discussed, including best practices and maximizing data effectively and accurately.
**TUESDAY, OCTOBER 17**

3 - 5 P.M.

**Emerging Payment, Delivery, and Coverage Models**

This session covers the transition to new “value-based” models of payment and how they impact the delivery of care and the design of coverage. Faculty explain how both public and private payers are incorporating accountable care, value-based purchasing, and bundled payments into their business models. They also discuss what leaders need to know to evaluate the opportunities and risks that will result. As organizations elect to participate or are mandated to enter into these new arrangements, healthcare leaders need to understand how their financial success is directly related to positive quality outcomes. Topics covered include payer plans to transition to value-based payments, emerging payment systems, analytics to support provider decisions on implementation of new payment models, relevant quality measures and existing, new, and proposed public reporting requirements.

**TUESDAY, OCTOBER 24**

3:30 - 5 P.M.

**Healthcare Marketing and Planning**

This session introduces marketing strategy and how healthcare organizations can apply marketing concepts to address issues around market potential, consumer choice, business development, and branding. In addition, the session covers organizational strategic planning, including methods for using census, demographic, and public health data to make sound, evidence-based decisions. By analyzing utilization, target markets, and population patterns and trends, hospital leaders can improve decision-making and implementation, and reduce financial risk.

**MONDAY, OCTOBER 30**

3:30 - 5 P.M.

**Health Information Technology and Decision Support**

Rapid advances in technology, accompanied by high expectations for healthcare providers to deliver safe, quality, and efficient patient care, have created a complex and often confusing health information technology (HIT) environment for healthcare leaders. Technology-based goals for hospitals often include improved patient care; privacy assurance; improved efficiency; medical error prevention; meeting government HIT requirements; and enhanced communication among healthcare professionals, consumers, and organizations. This session provides HIT strategies that leaders need.

**WEDNESDAY, NOVEMBER 1**

3:30 - 5 P.M.

**Workforce Development and Talent Management**

Today’s changing healthcare environment is having a tremendous impact on how healthcare organizations manage their workforce. Physicians are critical to fulfilling an organization’s mission, and their active participation is crucial to organizational success, but decisions on physician employment models and the optimum arrangement for recruitment and retention can be complicated. At the same time, mergers, affiliations, closures, and other arrangements that bring organizations together have workforce implications. This session offers insight into how a large system has had to respond to many of these challenges and how it is managing its clinical and non-clinical workforce successfully with comprehensive workforce planning.
Sunday, November 12

**NOON - 12:30 P.M.**
Welcome Back Buffet Lunch and Opening Comments

**12:30 - 4:30 P.M.**
The Critical Thinking Advantage

Critical thinking and problem-solving skills are indispensable to leadership success in all roles and all industries, including healthcare. Participants in this interactive session will identify the traits that the best critical thinkers exhibit; explore some of the most significant obstacles to critical thinking success; and most importantly, learn and practice implementing a framework for thinking and problem solving that helps organizations overcome those obstacles and produce well-reasoned, compelling solutions to complex organizational challenges.

**6:30 P.M.**
Dinner on Your Own in Ithaca

“This program was more valuable to me than a Master’s degree program. The Academy gave me exactly what I need to succeed as a new healthcare leader. I definitely recommend this for anyone who is a new healthcare leader.”

— Kristin Thompson, R.N.
Director, Clinical Operations/Chief Nursing Officer
Inter-Lakes Health
Class of 2014
Monday, November 13

8 A.M. - NOON
Effective Negotiation

Exceptional leaders must have exceptional negotiating skills. This includes everything from understanding your BATNA (Best Alternative to a Negotiated Agreement), to refining your aspirations in light of the other party's needs and tactics. In this session we will use interactive, real-world negotiation simulations to allow participants to understand their personal tendencies in the face of conflict and learn how to manage their own bargaining strengths and weaknesses. We will discuss how to manage difficult people and handle manipulative tactics, when to walk away from a negotiation, and how to increase your likelihood of reaching the prized win-win solution.

NOON - 1 P.M.
Lunch

1 - 4:30 P.M.
Strategic Decision-Making

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 an assessment of your decision-making approach, real-world examples, and in-class exercises, this session reveals common decision biases and how to avoid them to create a framework for making rational, effective decisions.

5 - 6 P.M.
Capstone Project Fair and Reception

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—completing a project that can be applied to the workplace.

Tuesday, November 14

9 - 11 A.M.
Conversations on Leadership

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, healthcare leaders and experts explain how they sustain their organizations’ mission.

11 A.M. - NOON
Certificate Ceremony/Closing Remarks

“HANYS and Cornell University have combined decades of knowledge, academic success, and prestige and applied it to current healthcare practice to support the growth of leaders in healthcare. The six-week condensed program is both challenging and rewarding to both the individual and organization.”

— Wendy O’Brien
Director, Patient Care Services
Mount Sinai Roosevelt
Class of 2011
Peter Banko joined Centura Health as President and Chief Operating Officer in May 2016. Centura Health, the healthcare leader in Colorado and western Kansas, is a $3.5 billion integrated health system with 21,000 associates, 6,000 physician partners, 17 hospitals, 12 affiliated hospitals, health neighborhoods, health at home, urgent care centers, freestanding emergency rooms, mountain clinics, 100+ physician practices and clinics, and Flight For Life® Colorado. Centura is sponsored by Adventist Health System in Florida and Catholic Health Initiatives in Colorado. Before joining Centura, Mr. Banko spent nine years with Catholic Health Initiatives in both national and market operations roles as Senior Vice President of Operations and Chief Integration Officer in Englewood, Colorado and President and Chief Executive Officer at CHI St. Vincent in Little Rock, Arkansas. He has served as Chief Operating Officer at CHRISTUS Spohn Health System in Corpus Christi, Texas as well as in operations and strategy roles at PhyAmerica Physician Group in Durham, North Carolina and Saint Clare’s Health Services in Denville, New Jersey. He is a graduate of the University of Notre Dame and Cornell University’s Sloan Program in Health Services Administration. He is a Fellow in the American College of Healthcare Executives and the American Hospital Association’s Health Forum Creating Healthier Communities Program.

Dr. Erica Dawson is a teacher, researcher, executive coach, and Director of Leadership Programs at the Cornell University College of Engineering. Previously she was Assistant Professor of Management and Organizations at the Yale School of Management, where she taught her popular leadership and negotiation courses. She has coached leaders in executive education programs at Yale University, Massachusetts Institute of Technology (MIT), Wharton School of Business, Cornell University, and the University of California-San Diego. Dr. Dawson has a distinguished record of entrepreneurial leadership in education. In 2012 she helped to create the U.S.-Israel Center for Innovation and Economic Sustainability at the University of California-San Diego, serving as its founding Executive Director through 2013. In 2010 she co-founded The Program on Organizational Ethics at MIT’s Dalai Lama Center for Ethics and Transformative Values. In her current role, she directs a leadership development program for Cornell’s engineering student community, integrating leadership and teamwork skills into a modern engineering education. Dr. Dawson’s research focuses on motivated reasoning, or the ways in which people’s decision-making may be biased by their desires for one conclusion or course of action over another. She has examined these processes in the contexts of health decision-making, reasoning about climate change, project planning, and executive decision-making. She has worked extensively with groups as diverse as German engineers, Tibetan monks, female scientists, and American sixth graders. Dr. Dawson earned a Doctorate in Social Psychology from Cornell University in 2004. She studied as an executive coach and co-active leader through the Coaches Training Institute.

Sarah DuVall is an experienced epidemiologist who has worked in healthcare for more than ten years. In her current position, she supports emergency preparedness efforts and provides assistance to members as they respond to disasters. Before joining HANYS, she led disease control and prevention efforts as a county epidemiologist and was a research scientist at the New York State Department of Health, with a focus on immunization and vaccine-preventable diseases. She has been published in the Journal of Public Health Management and Practice and has presented her work nationally. Ms. DuVall has had a wide array of involvement in healthcare; from her beginning as a certified nurse’s aide, to working in laboratories and a fellowship award in public policy. She holds a Master of Public Health degree with a focus in biomedical science from the State University of New York School of Public Health.
JEFFREY GOLD
Senior Vice President and Special Counsel, Managed Care and Insurance
Healthcare Association of New York State

Jeffrey Gold works with the payer community, state and federal regulators, and New York State government to address provider issues and has drafted, negotiated, and helped secure major packages of managed care reform legislation that impact external appeals, administrative denials, claims processing, and payer practices. He has designed HANYS' highly regarded Strategies, Weapons, and Tactics programs (SWAT) and coaches hospitals on denials management and contract negotiation strategies. Before joining HANYS in 2000, Mr. Gold was Special Counsel for Health Care to the New York State Attorney General. Mr. Gold served four Attorneys General in New York and was the founding Bureau Chief of New York’s Health Care Bureau in 1997. Mr. Gold joined the Attorney General’s office in 1987 and developed his managed care background as a result of overseeing units of the Attorney General’s office at Helen Hayes Hospital in West Haverstraw, New York, Roswell Park Cancer Institute in Buffalo, and the three State University of New York Medical Centers in Brooklyn, Syracuse, and Stony Brook. Before 1987, he worked at two private law firms in New York City, with a focus on civil litigation. Mr. Gold has a Bachelor of Arts degree from the University of Pennsylvania and a Juris Doctor degree from Brooklyn Law School. He is a frequent lecturer at Bar Associations meetings, health care conferences, and has published numerous articles.

STEVEN I. GOLDSTEIN
President, Strong Memorial and Highland Hospitals, Rochester, New York

Steven Goldstein is Vice President of University of Rochester Medical Center (URMC), President of Strong Memorial Hospital and Highland Hospital in Rochester, and President for Long Term Care at University of Rochester Medical Center. Before assuming his position at Strong Memorial and Highland Hospitals, Mr. Goldstein served in administrative positions at Rochester General Hospital; 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. He 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, URMC, Strong Partners Health System, Visiting Nurse Service of Rochester and Monroe County, 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. 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.

KENNETH HANOVER
Vice Chairman, Prezio Health, Madison Heights, Michigan

Before joining Prezio Health, Kenneth Hanover led Northeast Health System, a diversified hospital and health services organization serving the North Shore communities of eastern Massachusetts. Previously, Mr. Hanover held chief executive positions with the Health Alliance of Greater Cincinnati in Cincinnati, Ohio; and Main Line Health System in Bryn Mawr, Pennsylvania. Additionally, Mr. Hanover held senior level executive positions with Legacy Health System in Portland, Oregon; the Hospital of the University of Pennsylvania; and Hospital Association of Pennsylvania. Mr. Hanover is a member of the American Hospital Association Task Force on Health Reform, the Health Advisory Board of the Simon School of Business at the University of Rochester, and is a member of the Board of Directors of Skylight Health Systems, Inc. in San Diego, California. He has chaired the Ohio Hospital Association’s Committee on Advocacy and Policy and the Greater Cincinnati Health and Hospitals’ Council. Mr. Hanover completed his undergraduate degree in political science at the University of Massachusetts in Amherst and received his Master’s degree in Public Administration from The Johnson School of Management at Cornell University.
JOHN HUPPERTZ, PH.D.
Associate Professor
Clarkson University Capital Region Campus,
Schenectady, New York

Dr. John Huppertz is Associate Professor and Chair of the Master of Business Administration Program in Healthcare Management at the Capital Region Campus of Clarkson University. Before joining Clarkson, Dr. Huppertz was Managing Partner, Marketing and Research Services, at Eric Mower and Associates, where he conducted marketing research and served as a strategic marketing consultant for clients in a variety of industries. His research interests focus on customer satisfaction, patient experience, marketing effectiveness, healthcare advertising, and the impact of social media in healthcare. His research has been published in leading marketing and healthcare journals such as Health Services Research, Journal of Healthcare Management, Health Care Management Review, Journal of Marketing, and Journal of Retailing. Dr. Huppertz is also visiting professor of healthcare marketing at ISEG School of Management at Lille Catholic University in Paris and Lille, France. He received his Bachelor of Arts degree from Xavier University in Cincinnati, and his Doctorate in Social Psychology from Syracuse University.

VRINDA KADIYALI, PH.D.
Dean for Academic Affairs
Nicholas H. Noyes Professor of Management, Professor of Marketing and Economics, The Johnson School, 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, distribution channels, marketing models, and several doctorate level courses. She received her Bachelor of Arts degree from Lady Shri Ram College, New Delhi, India; her Master of Arts degree in Economics from the Delhi School of Economics, Delhi, India; and her Doctorate in Economics from Northwestern University.

KEVIN KRAWIECKI
Vice President, Fiscal Policy, Healthcare Association of New York State

Kevin Krawiecki leads HANYS’ fiscal policy and data informatics division. He has compiled more than 15 years of Medicare and Medicaid fiscal policy experience during his tenure with HANYS, serving in various capacities including data analyst and data product director for both HANYS and its analytic subsidiary DataGen, and Associate Director of Federal Relations in HANYS’ Washington, D.C. office during the development and implementation of the Affordable Care Act. In his current capacity, Mr. Krawiecki’s focus is on the development of rational fiscal policy at both the state and federal levels. Mr. Krawiecki received his undergraduate degree from the State University of New York at Oswego.

“The Academy was the best educational investment I have made. It provided the right mix and level of information to fill any gaps that a healthcare leader might have.”
— Michael R. Jorolemon, D.O., F.A.C.E.P.
Senior Quality Officer, Department of Emergency Medicine, Crouse Hospital, Class of 2014
ELIZABETH A. “BETA” MANNIX, PH.D.

Associate Dean for Executive Education, Ann Whitney Olin Professor of Management, Professor of Management and Organizations, The Johnson School, Cornell University

Professor Mannix’s research and teaching activities cover topics including leadership, power and influence, organizational change, 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. She received her Bachelor of Arts degree in Psychology from Roosevelt University, Chicago, Illinois, and her Doctorate in Social and Organizational Psychology from the University of Chicago.

JOHN B. MCCABE, M.D.

Professor/Chair Emeritus, Upstate Medical University, Syracuse, New York

Dr. John McCabe served as Chief Executive Officer of Upstate Medical University from May 2009 until January 2017. Dr. McCabe received his medical degree from Upstate Medical College of Medicine in 1979 and completed a residency in emergency medicine at the Wright State University School of Medicine in Dayton, Ohio. He joined Wright as an Assistant and then Associate Professor of Emergency Medicine, where he developed a research program and laboratory for emergency medicine. In 1987, Dr. McCabe joined Upstate Medical University as the Associate Director of Critical Care and Emergency Medicine. In 1991, Dr. McCabe became the founding Chair of the Department of Emergency Medicine. He was instrumental in developing the Residency Program in Emergency Medicine at Upstate. Dr. McCabe served as Vice President and Vice Dean for Clinical Affairs, and, after serving as Chair of the Department of Emergency Medicine, in 2009 he was appointed Chief Executive Officer. He served as President of the Ohio Chapter of the American College of Emergency Physicians and held all offices in the national American Colleges of Emergency Physicians, including President. He served as a trustee of the American Board of Emergency Medicine and held all offices within the organization, including President of the Board. He was elected to the Board of Directors and Executive Committee of the American Board of Medical Specialties, and served as Board Chair. Dr. McCabe currently holds certification with the American Board of Emergency Medicine and is Board certified in the subspecialty of Undersea and Hyperbaric Medicine.

RISA M. MISH

Professor of Practice Management, Samuel Curtis Johnson Graduate School of Management, Cornell University

Risa Mish teaches courses in team leadership and critical and strategic thinking, in addition to serving as Faculty Director of the Johnson Leadership Fellows program. At Johnson, she has been the winner of the Apple Teaching Award; Stephen Russell Family Teaching Award, and Globe Award for Teaching Excellence. Ms. Mish also runs a management consulting and training practice, providing strategic advice and training to senior executives and human resources teams on a wide range of human capital issues, including effective team leadership; leading organizational culture change; critical thinking and problem solving; persuasion and influence; employee recruitment, motivation, and retention; employee assessment, coaching, and performance management; resolving employee and team conflicts; and minimizing employment litigation risk. Before returning to Cornell, Ms. Mish was a partner in the New York City law firm of Collazo Carling & Mish LLP, where she represented management clients on a wide range of labor and employment law matters. Before that, she was a labor and employment law associate with Simpson Thacher & Bartlett in New York City, where she represented Fortune 500 clients in the financial services, consumer products, and manufacturing industries. She is admitted to practice before the U.S. Supreme Court and state and federal courts in New York and Massachusetts. Ms. Mish earned her undergraduate degree from Cornell University and a Juris Doctor degree from Cornell Law School.
JOSEPH MOSCOLA  
**Senior Vice President and Chief People Officer, Northwell Health, Great Neck, New York**
Before his current position leading human resources, Joseph Moscola held positions throughout Northwell Health, most recently as Senior Vice President and Executive Director of Ambulatory Operations. In that role, he led ambulatory services, working with the clinical and administrative service line leadership, Northwell Health Physician Partners leadership, and the health system’s Clinical Joint Ventures. During his tenure, Mr. Moscola helped Northwell Health Physician Partners achieve a “silver level of distinction” from the Regional Baldrige Performance Excellence Committee. He has also been responsible for leading efforts to successfully integrate several clinical joint ventures, expanding Northwell Health’s ambulatory footprint. He began his career as a physician assistant in cardiothoracic surgery, and then transitioned to an administrative career, serving as Administrative Director for Neuroscience at Southside Hospital, and then Senior Administrative Director of Neurology and Neurosurgery at North Shore University Hospital at Long Island Jewish Medical Center. Previously, he directed the health system’s operations, where he helped plan and implement strategic programs across the organization. Mr. Moscola is an adjunct professor at Saint Joseph College teaching healthcare management and currently serves on Dowling College’s Long Island Youth Summit Steering Committee. Mr. Moscola received a Bachelor’s degree from St. John’s University, a Master of Business Administration degree from Adelphi University; a physician assistant certificate from Catholic Medical Centers-Bayley Seton Campus, Staten Island, and is a graduated Fellow of the Health Management Academy. He currently sits on the Board of Directors for both Farmingdale College and Nassau Community College.

SEAN NICHOLSON, PH.D.  
**Professor of Policy Analysis and Management, College of Human Ecology, Cornell University**
Dr. Sean Nicholson is a professor in the Department of Policy Analysis and Management (PAM) at Cornell University and a Research Associate at the National Bureau of Economic Research. He is currently conducting research in three areas: the value of new medical technology, the extent and benefits of physician specialization, and the causes and consequences of geographical variation in medical spending. Before joining PAM in 2004, Dr. Nicholson was 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 received his undergraduate degree from Dartmouth College in 1986 and a Doctorate degree in Economics from the University of Wisconsin-Madison in 1997.

NANCY PRATT, R.N., M.S.N.  
**Chief Operating Officer and Executive Vice President, Clinical Effectiveness, Airstrip, San Antonio, Texas**
A healthcare veteran with a proven record of success in driving effective information strategies and operational improvement over many years, Nancy Pratt is now spearheading the next generation of innovation at AirStrip. Ms. Pratt is committed to delivering the level of clinical effectiveness required in the Affordable Care Act world while executing the AirStrip value proposition: transforming healthcare through mobility and interoperability, and optimizing operational effectiveness both internally and with clients. An American Society of Quality Certified Six Sigma Black Belt, Ms. Pratt served most recently as Senior Vice President, Chief Quality and Safety Officer at St. Joseph Health, Irvine, California. She previously spent ten years as Senior Vice President, Clinical Effectiveness of Sharp HealthCare in San Diego and led the initiative that resulted in Sharp HealthCare receiving the 2007 National Malcolm Baldrige Quality Award. In both positions, she also served on the steering committees responsible for strategic information technology decisions. Before that, she served as Vice President of Clinical Services at CliniComp, Intl., where she supervised product design, implementation, training, testing, and quality including technical documentation of newly developed software applications and enhancements. An experienced manager in cardiovascular care and trauma, she spent more than 20 years as a critical care nurse in a variety of settings. A retired U.S. Naval Reserve Lieutenant Commander, Ms. Pratt began her career in the Nurse Corps and led clinical programs and operations at the Medical University of South Carolina and Sentara Health Care.
KELLY PRICE  
**Vice President and Chief of Healthcare Data Analytics, DataGen**

Kelly Price has been working in healthcare finance for two decades, starting with the New York State Department of Health, where she developed managed care rates for the Medicaid program. For the last 18 years, Ms. Price has helped providers understand changes in Medicare’s reimbursement systems. As Vice President and Chief of Healthcare Data Analytics of DataGen she works with hospital associations in 47 states and eight multi-state systems on Medicare and Medicaid reimbursement issues. In addition, DataGen provides decision support and education to hospitals and health systems across the country as they prepare for healthcare reform payment strategies, including shared savings and readmissions. DataGen is currently providing data analytic support nationwide to awardees of the Center for Medicare and Medicaid Innovation (CMMI) Bundled Payments for Care Improvement Demonstration, including the Association of American Medical Colleges-convened group and the national nursing facility provider, Genesis HealthCare; participants in the mandatory Comprehensive Care for Joint Replacement program including Ascension Health; and awardees under the Oncology Care Model. Ms. Price received her Bachelor of Arts degree at the State University of New York and a Master of Science degree from Rensselaer Polytechnic Institute.

KATHLEEN “KATHY” RAUCH, R.N., M.S.H.Q.S., B.S.N., C.P.H.Q.  
**Director, Quality and Research Initiatives**

Kathy Rauch has more than ten years’ experience in healthcare quality, patient safety, and regulatory and accreditation compliance. While working in the acute care setting, she led initiatives such as adoption of the Just Culture methodology, achieving zero preventable harm, and the implementation of pay-for-performance improvement strategies. Ms. Rauch has been published in the Journal of Healthcare Quality and has served as a presenter at regional conferences where she shared readmission reduction strategies. As a Director of Quality and Research Initiatives, she assists in the formulation of advocacy and education strategies for HANYS’ quality agenda; collaborates with HANYS’ members and advocates on their behalf with regulators and policymakers; and develops information, education/collaboratives, and other member resources. Ms. Rauch holds a Master of Science in Healthcare Quality and Safety from Thomas Jefferson University.

WILLIAM F. STRECK, M.D.  
**Chief Medical and Health Systems Innovations Officer, Healthcare Association of New York State**

Dr. William Streck’s activities encompass emerging models of care, insurance initiatives, strategic planning for organizations, and physician management and leadership. In addition, he works with HANYS’ businesses to evaluate, develop, and execute new data-driven products and services that guide members’ efforts to execute value-based payment models and population health initiatives. Before joining HANYS in December 2014, Dr. Streck served for 30 years as President and Chief Executive Officer of the Bassett Healthcare Network, comprised of an employed physician group and a regional network of hospitals in a vertically-integrated healthcare system with academic, teaching, and research missions. He holds emeritus positions at Columbia University Medical Center and Bassett.

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

— Nicholas Cagliuso, Ph.D., M.P.H.  
**Assistant Vice President, Emergency Management**  
NYC Health + Hospitals  
Class of 2010
Joseph M. Tasse, F.A.C.H.E.
Interim President, Trinity Health System, Steubenville, Ohio

Joseph Tasse has been a leader in acute, emergency, and ambulatory care operations for more than 25 years. In addition to leading Trinity Health System, he is an executive consultant with Custom Learning Systems, assisting healthcare providers with improving patient and client satisfaction, employee engagement, Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores, and Lean process improvement. He is the immediate past President of the Ambulatory Network for the St. John Providence Health System in southeast Michigan, a ministry of Ascension Health. He previously served as the President of St. John Macomb-Oakland Hospital, formed with the merger of two hospitals in Warren and Madison Heights, Michigan. Before that, he served as Chief Administrative Officer of Oakwood Hospital and Medical Center, a community teaching hospital in Dearborn, Michigan, and he was Senior Associate Administrator of Clinical and Professional Services at the University of Cincinnati Hospital. He has consulted in the development of a management proposal for a specialty hospital in Kuwait. He is also consulting on the development of a hospital in Beijing, China, which would provide U.S.-trained staff to deliver inpatient and outpatient care in China. Mr. Tasse received his Bachelor’s degree in Finance from John Carroll University and his Master’s degree in Business Administration from The Johnson School at Cornell University where he simultaneously completed the requirements for a certificate in Hospital and Health Services Administration from the Sloan Program in Health Administration. He completed a management fellowship program at New York University on a grant from the Pew Charitable Trusts in conjunction with the National Association of Public Hospitals. He recently completed a two-year assignment as an Executive-in-Residence for the Sloan Program in Health Administration from Cornell University.

“An outstanding experience with world class faculty. The Academy offered me everything I was looking for in an Executive MBA in healthcare at a fraction of the cost and time.”

— Rakesh Shah, M.D.
Assistant Professor of Radiology
Winthrop-University Hospital
Class of 2016
Alumni Organizations, 2008-2016

Adirondack Health
Adirondack Medical Center
Albany Medical Center
Alice Hyde Medical Center
Arnot Health
Arnot Ogden Medical Center
Auburn Community Hospital
Aurelia Osborn Fox Memorial Hospital
Bassett Healthcare Network
Bassett Medical Center
Benedictine Hospital
Beth Israel Medical Center— Kings Highway Division
Beth Israel Medical Center— Milton and Carroll Petrie Division
Bronx-Lebanon Hospital Center
Canton-Potsdam Hospital
Carthage Area Hospital
Catholic Health Services of Long Island
Catholic Health System, Buffalo
Catskill Regional Medical Center
Cayuga Medical Center at Ithaca
Center for Nursing and Rehabilitation, Inc.
CenterLight Health System
Champlain Valley Health Network, Inc.
Clifton-Fine Hospital
Clifton Springs Hospital and Clinic
Columbia Memorial Hospital
Community Memorial Hospital
Continuum Health Partners, Inc.
Corning Hospital
Cornell University
Crouse Hospital
Delaware Valley Hospital
Delmont Medical Group
Edna Tina Wilson Living Center
Elizabethtown Community Hospital
Ellis Medicine
Erie County Medical Center Corporation
Essex County Public Health Department
Excelsior Blue Cross Blue Shield
F.F. Thompson Hospital
Faxton St. Luke’s Healthcare— Faxton Campus
Finger Lakes Health
Glen Cove Hospital
Glens Falls Hospital
Good Samaritan Hospital Medical Center
Guthrie Robert Packer Hospital
Harlem Hospital Center
Health Quest
Healthcare Association of New York State
Henry J. Carter Specialty Hospital and Nursing Facility— Carter Hospital
Highland Hospital of Rochester
Hudson Valley Hospital Center
Huntington Hospital
Huntington Living Center
Inter-Lakes Health
Jamaica Hospital Medical Center
Lenox Hill Hospital
Lewis County General Hospital
Long Island College Hospital
Long Island Jewish Medical Center
Maimonides Medical Center
Mercy Hospital of Buffalo
Mercy Medical Center
Montefiore Medical Center
Montefiore Mount Vernon Hospital
Mount Sinai Beth Israel
Mount Sinai Health System
Mount Sinai West
Nassau-Suffolk Hospital Council
Nathan Littauer Hospital
New York Hospital Queens
New York Community Hospital of Brooklyn
NewYork-Presbyterian Hospital— Morgan Stanley Children’s Hospital
NewYork-Presbyterian Hospital— New York Weill Cornell Medical Center
NewYork-Presbyterian/Queens
Newark-Wayne Community Hospital
Nexera Consulting
North Shore Home Care
North Shore University Hospital
Northwell Health
Northern Westchester Hospital
Northwell Health
Nyack Hospital
NYC Health + Hospitals
NYU Langone Medical Center
O’Connor Hospital
Orange Regional Medical Center
Oswego Health
Peconic Bay Medical Center
Pfizer Memorial Hospital Center
Plainview Hospital
Putnam Hospital Center
Richmond University Medical Center
River Hospital
Robert Wood Johnson Medical Group
Rochester General Hospital
Rochester Regional Healthcare Association
Saint Vincent Catholic Medical Centers of New York— Staten Island Region
Samaritan Health System
Samaritan Medical Center
Saratoga Hospital
Schuyler Hospital, Inc.
Sheehan Memorial Hospital
Sound Shore Health System, Inc.
Sound Shore Medical Center of Westchester
South County Hospital, Rhode Island
South Nassau Communities Hospital
Southampton Hospital
Southern Tier Health Care System, Inc.
Southside Hospital
Southwestern Vermont Health Care
St. Catherine of Siena Medical Center
St. John’s Riverside Hospital
St. Joseph’s Hospital Health Center
St. Luke’s-Roosevelt Hospital Center—St. Luke’s Division
St. Luke’s-Roosevelt Hospital Center—Roosevelt Division
St. Peter’s Health Partners
St. Mary’s Healthcare
St. Vincent’s Hospital—Manhattan
St. Vincent’s Medical Center, Connecticut
Staten Island University Hospital
Steven and Alexandra Cohen Children’s Medical Center of New York
Stony Brook University Medical Center
Stratton VA Medical Center
Strong Memorial Hospital
Syosset Hospital
The Burke Rehabilitation Hospital, Inc.
The University of Vermont Health Network – Champlain Valley Physicians Hospital
The Zucker Hillside Hospital
Thompson Health
Tri-Town Regional Hospital
UHS Chenango Memorial Hospital
United Health Services
United Health Services Hospitals, Inc.
United Memorial Medical Center
University of Rochester Medical Center
Upstate University Hospital
Upstate University Hospital Community Campus
UR Medicine
Vassar Brothers Medical Center
Weill Cornell Medical College
Westchester Medical Center
Western New York Healthcare Association
Winthrop-University Hospital
WCA Hospital
Wyoming County Medical Center
YAI Premier HealthCare
CONTINUING EDUCATION

ACREDITATION COUNCIL ON CONTINUING MEDICAL EDUCATION (ACCME)

The program will be submitted for Continuing Medical Education Category 1 credits.

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES (ACHE)

The Healthcare Educational and Research Fund (HERF) is authorized to award 42.5 hours of pre-approved American College of Healthcare Executives (ACHE) Qualified Education credit (non-ACHE) for this program toward advancement or recertification in ACHE. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit 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 will be submitted to the National Continuing Education Review Service of the National Association of Boards of Examiners for Nursing Home Administrators.

NATIONAL BOARD OF PUBLIC HEALTH EXAMINERS (NBPHE)

The Healthcare Educational and Research Fund (HERF) is authorized to award 42.5 hours of Certified Public Health (CPH) continuing education credits to program participants.

STATE BOARD OF PUBLIC ACCOUNTANCY

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

The Healthcare Association of New York State (HANYS) is the only statewide hospital and continuing care association in New York State, representing 500 non-profit and public hospitals, health systems, nursing homes, home care agencies, and other healthcare organizations.

The Samuel Curtis Johnson Graduate School of Management at Cornell University

Founded in 1946, Johnson is consistently ranked as one of the nation’s top graduate schools of business. Johnson builds upon Cornell’s depth and breadth of distinguished research and teaching, and its vast, worldwide network of alumni, faculty, and colleagues. Johnson’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’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 healthcare leaders. The Sloan Program is built upon a foundation comprised of rigorous training in management; a solid understanding of the healthcare system, policy environment, ethics, public health, and epidemiology; and hands-on learning in real-world settings.

Questions:

About the program and registration? Contact Cathy Oxentine, Office Manager, HANYS Solutions, at (800) 388-9821.
TUITION
Tuition is $5,500 per person and includes course work, materials, and most meals. The Academy for Healthcare Leadership Advancement offers alumni organizations (complete list on back page of brochure) a rate of $4,950 per person. 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, or $4,950 for alumni organizations.

To register for The Academy, go to www.hanys.org/education/cornell and click on “The Academy for Healthcare Leadership Advancement” from the “Events” tab.

Cancellation Policy: Reservations cancelled prior to August 11, 2017 will be refunded 50% of the tuition. However, substitutions are permitted and encouraged at no extra charge.

“As someone new to healthcare, The Academy afforded me the opportunity to gain a broad understanding of the complexities of delivering healthcare in the United States. The combination of on-site instruction and virtual sessions was an accessible way to learn . . . . The quality of the instructors and the well thought-out program materials left me with a skillset that I will be able to use right away.”

— Annette Bucci
Senior Administrator, Human Resources
The Burke Rehabilitation Hospital, Class of 2014

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 20 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 for the opening and closing session.

ROOM RATES:

SEPTEMBER
Traditional Guestrooms: $219 single or double occupancy per room per night plus tax.

View Guestrooms: $259 single or double occupancy per room per night plus tax.

NOVEMBER
Traditional Guestrooms: $210 single or double occupancy per room per night plus tax.

View Guestrooms: $250 single or double occupancy per room per night plus tax.

Check-in for either Saturday or 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 website at www.statlerhotel.cornell.edu.