The Academy for Healthcare Leadership Advancement

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

FALL 2019
The American healthcare system is in an era of unprecedented change that is redefining how care is delivered. In this evolving environment, 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 and The Cornell SC Johnson College of Business 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 The Cornell SC Johnson College of Business – one of the nation’s premier universities and business schools.

Through The Academy, healthcare professionals gain focused insight on the healthcare environment, data analytics and cutting-edge business leadership strategies. The seven-week Cornell certificate program provides healthcare professionals with the skills, insight and expertise 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
Executive Vice President
HANYS Solutions

Elizabeth A. Mannix, PhD
Ann Whitney Olin
Professor of Management
SC Johnson Graduate School of Management, Cornell University

“This course provided a great opportunity to learn from some of the most respected and knowledgeable individuals in our industry. Takeaways from this program can be applied to all healthcare settings. Well worth the time.”

— Marcia Chung, MD
General Surgeon
Carthage Area Hospital
Class of 2017
**PROGRAM FEATURES**

The Academy for Healthcare Leadership Advancement offers participants 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 capstone project plan 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.

**LEARNING OBJECTIVES**

- identify best practices for managers and leaders to motivate, engage and inspire others;
- discuss smart collaborating, “leading alongside,” smart decision-making and executing;
- plan how to get the best out of your direct reports, teams and peers in a variety of circumstances, including situations of conflict and difference;
- analyze financial statements and use this and other data sources to generate better hypotheses;
- define a business strategy and identify common traps in development and execution of that strategy;
- outline how marketing strategy and analysis can help improve hospital leader decision making and implementation, and reduce risk;
- review the current healthcare landscape, quality and patient safety concepts and new payment models – and their implications for those in leadership roles;
- identify key strategic issues in healthcare information technology and risks and approaches to healthcare IT safety;
- create a human resource data-driven operational culture with creative solutions;
- identify traits of a great critical thinker, obstacles to critical thinking success and the framework for critical thinking and problem solving;
- examine personal tendencies in the face of conflict and learn to manage your bargaining strengths and weaknesses;
- explore strategies successful healthcare leaders employ to address the pressing issues they face while sustaining their organizations’ mission;
- prepare a facility-specific action plan to improve patient satisfaction, reduce cost or enhance population health initiatives; and
- demonstrate how to work effectively within a team through case study and role-playing exercises.
**AGENDA**

**ON-SITE CLASSROOM**

September 22 – 24  
Cornell University, Ithaca, New York

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**OPENING SESSION: FOUNDATIONAL SKILLS**

**Sunday, September 22**

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

**12:30 - 5 P.M.**  
Leadership, Motivation and Engagement (Part 1)  
What is the responsibility of a leader in a knowledge-based organization? Across three sessions we will focus on uncovering issues that are critical to leadership in healthcare organizations today: How to lead and coordinate teams across diverse, cross-functional knowledge areas, the challenges of motivating and engaging technical experts and the importance of creating a culture of open communication and candor. In each session, we will cover the material using a variety of techniques, including industry examples and cases, simulations and exercises and individual assessments.

**5 - 5:30 P.M.**  
Capstone Orientation

**Monday, September 23**

**6 - 8 P.M.**  
Reception/Dinner

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**Monday, September 23**

**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 and 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 will use actual revenue and expense data from an academic medical center to estimate service line profitability by payer and then use 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, participants will explore how to read an income statement, balance sheet and cash flow statement. Then, participants will 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 24

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 will 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 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 Hospital and Highland Hospital in Rochester, provides his candid assessment of the current healthcare landscape and discusses the plethora of challenges facing his organization. Mr. Goldstein tackles current leadership questions and strategies, and discusses what chief executives need from their management teams to keep healthcare provider institutions on a path to success.

4 P.M.
Closing Comments and Adjournment

“A unique learning experience covering a wide variety of relevant topics for developing leaders with plenty of engaging opportunities and group interaction.”

— Rita Regan, RN, BS, CPHQ
Assistant Vice President, Care Transitions
South Nassau Communities Hospital
Class of 2017
The Academy provided valuable skills for leadership development, critical thinking and strategic planning, combining theory with real practical applications. The instructors did an amazing job tying in key concepts with real world examples in both industry and healthcare. I would 100% recommend this to emerging leaders.”

— Hiloni Bhavsar, MD
Associate Director, Quality, Regulatory and Patient Safety
Rochester General Hospital
Class of 2017

October 1 – 23

The web-based classes will be held as follows:

**TUESDAY, OCTOBER 1**
3:30 - 5 P.M.

Upended Assumptions: Healthcare Policy in 2019

Major assumptions that once guided the thinking about the evolving healthcare system in the United States are now in question. Changes under the Trump administration to the ACA specifically, and health policy more generally, have significant implications for healthcare providers and how care is delivered. Market consolidation and changes in insurance models, Medicaid and Medicare, physician payment mechanisms and the role of value-based payment are all part of complex issues confronting the healthcare system. This session will provide context and offer perspective on a changed healthcare landscape and its implications for those in leadership roles.

**TUESDAY, OCTOBER 8**
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 will explain how both public and private payers are incorporating accountable care, value-based purchasing and bundled payments into their business models. They will also discuss what leaders need to know to evaluate the opportunities and risks that a value-based model may present. As organizations participate in these new arrangements, healthcare leaders need to understand how their financial success is directly related to positive quality outcomes. This session will cover payers’ transition to value-based payments, emerging payment systems and analytics to support provider decisions on implementation of new payment models, relevant quality measures and proposed public reporting requirements.
THURSDAY, OCTOBER 10  
3:30 - 5 P.M.

Quality and Patient Safety in a Dynamic Healthcare Environment

The changing political and payment landscape will continue to impact how providers ensure high-quality care and patient safety. Numerous quality improvement, measurement, pay-for-performance and public reporting programs 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 explored, including best practices and maximizing data effectively and accurately.

TUESDAY, OCTOBER 15  
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. As consumers take a more active role in decision-making, marketing becomes increasingly important for healthcare organizations. This session will also cover organizational strategic planning; reviewing core organizational strategies; and 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.

TUESDAY, OCTOBER 22  
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 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 will sort through the complexity and provide HIT strategies that leaders need.

WEDNESDAY, OCTOBER 23  
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 will offer insight into how a large health 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 3

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.

Dinner on your own in Ithaca
Monday, November 4

**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 enable 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 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 - 6:30 P.M.**

Capstone Project Fair and Reception

Throughout *The Academy*, each participant applies his or her 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 5

**9 - 11 A.M.**

Conversations on Leadership

As part of the closing session at Cornell, participants hear from hospital CEOs about the strategies they employ to address the pressing issues they face. At this roundtable discussion, healthcare leaders and experts will explain how they sustain their organizations’ mission.

**11 A.M. - NOON**

Certificate Ceremony / Closing Remarks

“One 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, MD

Assistant Professor of Radiology
NYU Winthrop Hospital
Class of 2013
JOSE ACEVEDO, MD, MBA
President and Chief Executive Officer
Finger Lakes Health

Dr. Jose Acevedo is president and CEO of Finger Lakes Health, a 696-bed integrated health system serving four counties in New York state (Ontario, Seneca, Yates and Wayne). Dr. Acevedo is Finger Lakes Health’s first physician chief executive. He has led the health system in this capacity since 2010, after serving as vice president of medical affairs and chief medical officer from 2004 to 2009 and executive vice president from 2009 to 2010. Previously, he was at Maimonides Medical Center in Brooklyn from 1997 to 2004 as director of clinical integration, director of hospitalist services and lead hospitalist. He is fellowship trained in pulmonary/critical care and completed his fellowship and residency at Maimonides Medical Center. Dr. Acevedo completed medical school at San Juan Bautista School of Medicine in San Juan, Puerto Rico, and earned a Master of Business Administration from New York Institute of Technology. He is chair of Pandion National Board and serves as Pandion regional board president. He has been a member of the HANYS board since 2016.

EVA BROOKSBY, MBA
Director, Policy Analysis and Special Projects
HANYS

Evan Brooksby works on HANYS’ governmental affairs, advocacy and health policy priorities, particularly those related to the Delivery System Reform Incentive Payment program. He also serves as the vice chairman of the board of directors at Hometown Health Centers, a Federally Qualified Health Center in Schenectady, New York. Before joining HANYS in March 2016, Mr. Brooksby worked on numerous special projects at Albany Medical Center, including the faculty practice certification of four sites as National Committee for Quality Assurance Patient-Centered Medical Homes, and a practice-wide hypertension initiative that helped improve the control of hypertension among patients from 68% to 90% – well above the national average. He also served as deputy director of the Center for Health Systems Transformation – the organization leading the Albany Medical Center DSRIP initiative, which covers Albany, Saratoga, Warren, Columbia and Greene counties. Mr. Brooksby is a graduate of the Marriott School of Management at Brigham Young University in Provo, Utah. He earned his Master of Business Administration in healthcare management at Union Graduate College.

MAXINE CENAC CARRINGTON, JD
Deputy Chief Human Resources Officer
Northwell Health

Maxine Carrington is a human resources executive with expertise in labor and employee relations, training, development and workforce engagement. At Northwell Health, she is responsible for the design and implementation of strategic human capital initiatives related to employee experience, organizational development, workforce diversity/inclusion and corporate social responsibility. She has been with Northwell since 2008 and has served in progressively responsible leadership roles. She serves as an adjunct instructor with Northwell’s Center for Learning and Innovation. She is a 2010 participant in Northwell’s High Potential Leadership Development Program, a prestigious and selective accelerated one-year development program. In 2013, she was awarded Human Resource Executive Magazine’s Rising Star in HR award. She holds a bachelor’s degree in political science and Africana studies and a master’s degree in educational administration and policy studies from the State University of New York at Albany. She obtained her Juris Doctor degree from New York Law School and is a licensed attorney.

ALYSSA DAHL
Manager, Data Analytics
DataGen

Alyssa Dahl began working in healthcare quality and payment policy seven years ago at DataGen, a subsidiary of HANYS. Ms. Dahl conducts research and develops analyses around emerging payment models, comparative efficiency and market patterns, and is well-versed in quality measures for institutional healthcare providers. Specifically, Ms. Dahl co-developed the program evaluation process for New York hospitals participating in CMS’ Partnership for Patients program, has modeled alternative payment arrangements for episodes of care and accountable care organizations, and currently provides performance monitoring for 19 practices participating in CMS’ Oncology Care Model. Before joining DataGen, she interned at the New York State Department of Health in the Office of Health Systems Management on Certificate of Need redesign and in the Legal Affairs division on plaintiff enrollment into the Medical Indemnity Fund. Ms. Dahl received her Bachelor of Science in biochemistry from Loyola University and her Master of Public Health in epidemiology from the State University of New York at Albany, where she is also currently pursuing a PhD.

ERICA DAWSON, PHD
Director, Nancy and Bob Selander Engineering Leadership Program
Cornell University

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, Wharton School of Business, Cornell University and the University of California-San Diego. 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.
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 and coaches hospitals on denials management and contract negotiation strategies. Before joining HANYs in 2000, Mr. Gold was special counsel for healthcare 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 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 from the University of Pennsylvania and a Juris Doctor from Brooklyn Law School. He is a frequent lecturer at Bar Association meetings and healthcare conferences, and has published numerous articles.

Jeffrey Gold, Esq.
Senior Vice President and Special Counsel, Managed Care and Insurance
HANYs

Sarah DuVall has worked in healthcare and public health for more than 15 years. In her current position, she supports HANYs’ quality initiatives and leads infection control and antibiotic stewardship efforts. Before joining HANYs, she led infection control and prevention efforts as a county epidemiologist and was a research scientist focused on immunization and vaccine-preventable diseases at the New York State Department of Health. She has also been published in the Journal of Public Health Management and Practice and has presented work nationally. Ms. DuVall has a wide array of experience in healthcare; from her beginning as a certified nurse’s aide, to working in laboratories, epidemiology and public health and healthcare policy. She holds a Master of Public Health with a focus in biomedical science from the State University of New York School of Public Health.

SARAH DUVALL, MPH
Director, Quality Advocacy, Research, and Innovation
HANYs

Sylvia Getman is president and chief executive officer of Adirondack Health, the only full-service health system in the 6.1-million acre Adirondack Park. She is responsible for the oversight of a 95-bed acute care hospital, 60-bed skilled nursing facility, physical rehabilitation facilities, dialysis, primary, and dental and specialty care centers serving patients in several counties in northern New York. Ms. Getman is an accomplished, compassionate, transformational healthcare CEO and patient advocate with 15 years of experience in top leadership positions. Her professional focus and passion has always been rural healthcare, which has experienced an accelerated transformation in recent years. As a strategic leader and communicator, Ms. Getman has embraced rapidly evolving technology with a priority on training and leadership development across all departments and disciplines. The result has been a shift in rural healthcare delivery to the forefront by bringing sophisticated, personalized, high-quality care to patients in remote and under-served communities. Before joining Adirondack Health, she was the top executive at Aroostook Medical Center, a health system in Maine. She also served in top leadership positions at Nantucket Cottage Hospital and a home care agency in Massachusetts, and at Mitchell County Regional Health Center, a 25-bed Critical Access Hospital in northern Iowa. She served on the Maine Hospital Association Policy Committee and as an alternate on the American Hospital Association Regional Policy Board. She was one of 20 AHA Healthcare Transformation Fellows (2013-2014). Ms. Getman has a Bachelor of Business Administration, and a Master of Science in business from the University of Wisconsin-Madison.

SYLVIA GETMAN, BS, MS
President and Chief Executive Officer
Adirondack Health

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 and coaches hospitals on denials management and contract negotiation strategies. Before joining HANYs in 2000, Mr. Gold was special counsel for healthcare 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 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 from the University of Pennsylvania and a Juris Doctor from Brooklyn Law School. He is a frequent lecturer at Bar Association meetings and healthcare conferences, and has published numerous articles.

JEFFREY GOLD, ESQ.
Senior Vice President and Special Counsel, Managed Care and Insurance
HANYs

Steven Goldstein is vice president for the University of Rochester Medical Center, president and chief executive officer for Strong Memorial Hospital and Highland Hospital in Rochester, New York, and president for long-term care for the University of Rochester Medical Center.

STEVEN I. GOLDSTEIN
Vice President, University of Rochester Medical Center
President and Chief Executive Officer, Strong Memorial Hospital and Highland Hospital
President, Long-Term Care, University of Rochester Medical Center

Mr. Goldstein was recently reappointed to a three-year term to the Accreditation Council of Graduate Medical Education, the American Hospital Association’s Committee on Clinical Leadership and ACGME’s board executive committee. He recently completed a three-year term on the American Hospital Association board of directors. During his term on the AHA board, he served as chairman of the AHA Regional Policy Board 2, was the board liaison to the Section for Long-Term Care and Rehabilitation, and served as a member of the AHA Committee on Research and the AHA Committee on Health Reform.

He is a past chairman of the HANYs board of trustees. He has served on numerous boards of directors and committees, including Highland Hospital of Rochester, University of Rochester Medical Center, UR Medicine Home Care and Rochester Regional Healthcare Association. He also
holds a joint appointment as professor in public health sciences for the University of Rochester School of Medicine and Dentistry and professor of clinical nursing for the University of Rochester School of Nursing.

Before assuming his position at Strong Memorial and Highland hospitals, Mr. Goldstein served as president of Rochester General Hospital; acting president of The Children’s Medical Center, Dayton, Ohio; assistant administrator of the University of Nebraska Hospitals and Clinics; and administrator of the Nebraska Psychiatric Institute in Omaha.

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.

**JOHN HUPPERTZ, PHD**
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, including Health Services Research, Journal of Healthcare Management, Journal of Marketing Research, and Journal of Retailing. Dr. Huppertz is also visiting professor of healthcare marketing at IESEG School of Management at Lille Catholic University in Paris and Lille, France. He received his Bachelor of Arts from Xavier University in Cincinnati and his doctorate from Syracuse University.

**VRINDA KADIYALI, PHD**
Director of Graduate Studies, Field of Management
Nicholas H. Noyes Professor of Management
Professor of Marketing and Economics
SC Johnson Graduate School of Management, Cornell University

Dr. 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 the 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 and marketing models. She received her Bachelor of Arts degree from Lady Shri Ram College, New Delhi, India; her Master of Arts in economics from the Delhi School of Economics, Delhi, India; and her doctorate in economics from Northwestern University.

**ELIZABETH A. “BETA” MANNIX, PHD**
Ann Whitney Olin Professor of Management
SC Johnson Graduate School of Management, Cornell University

Professor Elizabeth Mannix is the Ann Whitney Olin professor of management at The Johnson Graduate School of Management. Her research and teaching is focused on effective organizational performance and the factors that make individuals motivated, high-performing leaders and team members. Before joining the faculty at Cornell, she served as the associate dean for Executive MBA programs at Cornell University from 2012 to 2017. She also served as the director of the Institute for the Social Sciences from 2005 to 2008. Dr. Mannix is the recipient of Johnson’s inaugural EMBA Globe teaching award and the Faculty Research Award. She is a fellow of the American Psychological Society, Society for Organizational Behavior and The Academy of Management. She is currently an associate editor of the Academy of Management Review. Her research has appeared in 50 peer reviewed articles and she is the co-editor of the 15-volume book series, “Research on Managing Groups and Teams.” Her work has been recognized by awards from organizations including the Academy of Management, Small Group Research, and the International Association for Conflict Management. 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 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, NY

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. He has retired from clinical practice but remains active in a number of board positions and as a medical consultant to the hospital and insurance industries.

RISA M. MISH

Professor of Practice Management
SC Johnson Graduate School of Management, Cornell University

Risa Mish is professor of practice management at the Johnson Graduate School of Management. She designed and teaches the MBA Core course in Critical and Strategic Thinking, in addition to teaching courses in leadership and serving as faculty co-director of the Johnson Leadership Fellows program. Professor Mish serves as a keynote speaker and workshop leader at global, national and regional conferences for corporations and trade associations in the consumer products, financial services, healthcare, high tech, media and manufacturing industries on a variety of topics, including critical thinking and problem solving, persuasion and influence and motivating optimal employee performance. Professor Mish was previously 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 has been the recipient of the MBA Core Faculty Teaching Award, the Apple Award for Teaching Excellence, the Stephen Russell Distinguished Teaching Award and the Globe Award for Teaching Excellence. She is admitted to practice before the U.S. Supreme Court and state and federal courts in New York and Massachusetts.

KRISTEN MUCITELLI-HEATH

Administrator of Regional Health Initiatives
St. Joseph's Health, Syracuse, NY

Kristen Mucitelli-Heath’s responsibilities at St. Joseph’s Health include overseeing Medicaid value-based payment and innovation, population health management system development, operations of St. Joseph’s Medicaid care coordination network in six counties, and facilitation of regional system development and affiliations. She also leads government relations strategy and advocacy for St. Joseph’s and in New York State on behalf of Trinity Health, St. Joseph’s national system parent. She spent 10 months as an executive on loan to start up and develop the regional Performing Provider System under the Delivery System Reform Incentive Payment program and prior to her eight years at St. Joseph’s, Ms. Mucitelli-Heath led a policy caucus in the New York State Senate, served as chief of staff to two commissioners at Empire State Development Corporation, and served two New York State governors in various roles. She currently serves on the boards of the St. Joseph’s clinically-integrated network, Rome Memorial Hospital, PACE of Central New York, the Concordia Healthcare Network SuperCIN, and on the finance committee of the regional Central New York DSRIP PPS. She has completed five Ironman triathlons in the last four years, a 100-mile mountain bike race at elevation in Leadville, Colorado, and more than 100 endurance, cycling, running and triathlon races over the last ten years.

NANCY PRATT, RN, MSN

Principal Nancy Pratt Consulting

A healthcare industry veteran with a focus on driving operational improvement and effective information technology strategies, Nancy Pratt is now spearheading the next generation of innovation and performance improvement as a consultant. Ms. Pratt is committed to delivering the level of clinical effectiveness required in a post-ACA world while executing the value proposition: transforming healthcare by optimizing operational effectiveness, product development and patient safety both internally and with clients/patients. An American Society of Quality Certified Six Sigma Black Belt, she most recently served as chief operating officer for AirStrip, a mobile healthcare IT company. She previously served as senior vice president, chief quality and safety officer at St. Joseph Health and as senior vice president, clinical effectiveness, at Sharp HealthCare in San Diego and led the initiative that resulted in Sharp HealthCare receiving the 2007 National Malcolm Baldrige Quality Award. Previously, Ms. Pratt served as vice president of clinical services at CliniComp, Int., where she supervised product design, implementation, training, testing and quality. An experienced manager in cardiovascular care and trauma, Ms. Pratt has 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 cardiovascular and trauma operating areas at the Medical University of South Carolina and Sentara Health Care.

SEAN NICHOLSON, PHD

Professor of Policy Analysis and Management
Director, Sloan Program
College of Human Ecology, Cornell University

Professor Sean Nicholson is currently conducting research in three areas: the causes of regional variation in medical spending, the value of new medical technologies and innovation in the pharmaceutical and biotechnology industries. Before joining the Department of Policy Analysis and Management at Cornell University in 2004, he was a faculty member in the Health Care Systems Department at The Wharton School of the University of Pennsylvania. Professor Nicholson worked for four years as a management consultant with APM and taught high school for two years before enrolling in graduate school. He received his undergraduate degree from Dartmouth College in 1986 and a PhD in economics from the University of Wisconsin-Madison in 1997. He is currently a research associate at the National Bureau of Economic Research, an associate editor of Health Economics and a research fellow at SFI, the Danish National Centre for Social Research.
KATHLEEN RAUCH, RN, MSHQS, BSN, CPHQ
Senior Director, Quality Advocacy, Research, and Innovation
HANYS

Kathleen Rauch has over 15 years of experience in healthcare quality, patient safety and regulatory and accreditation compliance. While working in the acute care setting, she has served as a lead on initiatives such as adoption of the Just Culture methodology, achieving zero preventable harm and the implementation of strategies to improve pay-for-performance program performance. 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. In her current role, Ms. Rauch 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 collaborative and other educational resources. Ms. Rauch holds a Master of Science in psychology from Oklahoma State University.

WILLIAM F. STRECK, MD
President and Chief Executive Officer
Bassett Healthcare Network, Cooperstown, NY

Dr. William Streck recently completed a nearly four-year tenure as the chief medical and health systems innovation officer at HANYS to return as president and chief executive officer of Bassett Healthcare Network. Before joining HANYS in December 2014, Dr. Streck was one of the longest serving health system executives in New York state and the country, having stepped down in July 2014 after 30 years as president and chief executive officer of Bassett. Under Dr. Streck’s leadership, Bassett grew from an employed physician group of 70 physicians at a single hospital to its current regional network of hospitals, clinics and programs in a vertically integrated healthcare system with academic, teaching and research missions serving residents of a 5,000 square-mile region in central New York. While at HANYS, Dr. Streck worked with member hospitals and health systems on emerging models of care, population health initiatives, risk management strategies and physician relationships. In addition, he worked with HANYS’ businesses to evaluate, develop and execute new data-driven products and services. Over the course of his career, Dr. Streck has served five New York state governors on advisory boards, key DOH committees and state policy groups. He served as chairman of the HANYS board of trustees and as chair of the Public Health and Health Planning Council of New York State. He has also served on professional and policy groups at the state and national levels. Dr. Streck received his Bachelor of Science in psychology from Oklahoma State University and his medical degree from the University of Missouri. He completed his residency in Internal Medicine and a fellowship in Endocrinology and Metabolism at Strong Memorial Hospital in Rochester, New York.

JOSEPH M. TASSE, FACHE
Executive Consultant
Custom Learning Systems, Calgary, Canada

Joseph Tasse assists 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 has been a leader in acute, emergency and ambulatory care operations for 25 years. Before joining Custom Learning Systems, he served in interim chief executive officer roles for hospitals in Ohio and Colorado. He recently completed a two-year assignment as an executive-in-residence for the Sloan Program in Health Administration at Cornell University. Mr. Tasse is the immediate past president of the Ambulatory Network for Ascension Health, Southeast Michigan. He served previously as president of St. John Macomb-Oakland Hospital, which was formed with the merger of two hospitals in Warren and Madison Heights, Michigan. Previously, he served as chief administrative officer of Beaumont Hospital, Dearborn, and before that, he was senior associate administrator of clinical and professional services at the University of Cincinnati Hospital. Mr. Tasse received his bachelor’s degree in finance from John Carroll University and his Master of 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 assists two non-profit community organizations in Detroit by serving on their boards. He is also consulting on the development of a hospital in Beijing, China.

JORDANA ZANGWILL
Senior Director, Human Resources
Northwell Health

In her role as senior director of human resources at Northwell Health, Jordana Zangwill focuses on project management and analytics and is responsible for supporting the development and advancement of Northwell Health’s human resources strategy, connection between central and regional HR and the execution of large-scale special projects. Before joining Northwell six years ago, Ms. Zangwill spent 10 years at Deloitte Consulting, where she focused on human resources in the merger and acquisition space. She began her career at the University of Michigan. She completed her Master of Business Administration fellowship program at New York University on a grant from the Pew Charitable Trusts in conjunction with the National Association of Public Hospitals. He assists two non-profit community organizations in Detroit by serving on their boards. He is also consulting on the development of a hospital in Beijing, China.

“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, RN
Director, Clinical Operations/Chief Nursing Officer
Inter-Lakes Health
Class of 2014
CONTINUING EDUCATION

Accreditation Statement
In support of improving patient care, this activity has been planned and implemented by AXIS Medical Education and Healthcare Association of New York State. AXIS Medical Education is jointly accredited by the Accreditation Council for Continuing Medical Education, the Accreditation Council for Pharmacy Education, and the American Nurses Credentialing Center, to provide continuing education for the healthcare team.

This activity was planned by and for the healthcare team, and learners will receive 39.0 Interprofessional Continuing Education credits for learning and change.

Credit Designation for Physicians
AXIS Medical Education designates this live activity for a maximum of 39.0 AMA PRA Category 1 Credit(s)™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Credit Designation for Nursing
AXIS Medical Education designates this continuing nursing education activity for 39.0 contact hours.

Learners are advised that accredited status does not imply endorsement by the provider or ANCC of any commercial products displayed in conjunction with an activity.

Quality Professionals
This program will be submitted to the National Association for Healthcare Quality for CPHQ continuing education hours.

American College of Healthcare Executives
The Healthcare Educational and Research Fund is authorized to award 39 hours of pre-approved American College of Healthcare Executives 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 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
HERF is authorized to award 39 hours of Certified Public Health continuing education credits to program participants.

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

AXIS Contact Information
For information about the accreditation of this program, please contact AXIS at info@axismeded.org.

Disclosure of Conflicts of Interest
AXIS Medical Education requires instructors, planners, managers and other individuals and their spouse/life partner who are in a position to control the content of this activity to disclose any real or apparent conflict of interest they may have as related to the content of this activity. All identified conflicts of interest are thoroughly vetted by AXIS for fair balance, scientific objectivity of studies mentioned in the materials or used as the basis for content and appropriateness of patient care recommendations.

The faculty reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

<table>
<thead>
<tr>
<th>Name of Faculty or Presenter</th>
<th>Reported Financial Relationship</th>
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<tbody>
<tr>
<td>Jose Acevedo, MD, MBA</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Evan Brooksby, MBA</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Alyssa Dahl</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Erica Dawson, PhD</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Sarah Duvall, MPH</td>
<td>Nothing to disclose</td>
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<tr>
<td>Sylvia Getman, BS, MS</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Jeffrey Gold, Esq.</td>
<td>Nothing to disclose</td>
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<tr>
<td>Steven I. Goldstein</td>
<td>Nothing to disclose</td>
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<tr>
<td>John Huppertz, PhD</td>
<td>Nothing to disclose</td>
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<tr>
<td>Vrinda Kadiyali, PhD</td>
<td>Nothing to disclose</td>
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<tr>
<td>Elizabeth (Bela) Mannix, PhD</td>
<td>Nothing to disclose</td>
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<tr>
<td>John B. McCabe, MD</td>
<td>Nothing to disclose</td>
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<tr>
<td>Risa M. Mish</td>
<td>Nothing to disclose</td>
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<tr>
<td>Sean Nicholson, PhD</td>
<td>Nothing to disclose</td>
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<tr>
<td>Nancy Pratt, RN, MSN</td>
<td>Consultant: AirStrip, Clinicomp Intl.</td>
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<tr>
<td>Kathleen Rauch, RN, MSHQS, BSN, CPHQ</td>
<td>Nothing to disclose</td>
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<tr>
<td>William F. Streck, MD</td>
<td>Nothing to disclose</td>
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<tr>
<td>Joseph M. Tasse, FACHE</td>
<td>Nothing to disclose</td>
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<tr>
<td>Jordana Zangwill</td>
<td>Nothing to disclose</td>
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The planners and managers reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

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<tr>
<th>Name of Planner/Manager</th>
<th>Reported Financial Relationship</th>
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<tr>
<td>Allison Manny</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Michael Ilinicki</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Dee Morgillo, MD, MT (ASCP), CHCP</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Robert Machamuk, MD</td>
<td>Nothing to disclose</td>
</tr>
<tr>
<td>Holly M. Hampe, DSc, RN, MHA, MRM</td>
<td>Common stock: Merck</td>
</tr>
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Disclaimer
Participants have an implied responsibility to use the newly acquired information to enhance patient outcomes and their own professional development. The information presented in this activity is not meant to serve as a guideline for patient management. Any procedures, medications or other courses of diagnosis or treatment discussed in this activity should not be used by clinicians without evaluation of patient conditions and possible contraindications on dangers in use, review of any applicable manufacturer’s product information and comparison with recommendations of other authorities.

Requirements for Credit for Physicians and Nurses
- Attend/participate in each component of this educational activity and review all course materials.
- The CME/CNE Attestation portal will activate at the conclusion of the Nov. 5, 2019 session.
- Complete the CE Attestation form online by 11:59 pm ET Dec. 20, 2019. Instructions will be provided. If you do not enter the online portal by the above date, you will not be able to retrieve your statement of participation.
- Upon successful completion of the online form, your statement of completion will be presented to you to print.
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 who aspire to lead these organizations in the future.

— Nicholas Cagliuso, PhD, MPH  
Assistant Vice President, Emergency Management  
NYC Health + Hospitals  
Class of 2010

“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 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
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 skill set that I will be able to use right away.”

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

HOTEL INFORMATION

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 Sept. 3 for Opening Session and Oct. 14 for Closing Session 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 each session.

ROOM RATES
Room rates are based on single or double occupancy per room per night plus tax.

SEPTEMBER 2019
Traditional Guestrooms: $225
View Guestrooms: $265
The room block for the Opening Session will close Sept. 3.

NOVEMBER 2019
Traditional Guestrooms: $215
View Guestrooms: $255
The room block for the Closing Session will close Oct. 14.

Check-in for either Saturday or Sunday is 3 p.m.; check-out on Tuesday is at 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.
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
Burke Rehabilitation Hospital, Inc.
Calvary Hospital
Canton-Potsdam Hospital
Care Compass Network PPD
Carthage Area Hospital
Catholic Health Services of Long Island
Catholic Health System, Buffalo
CatSkull 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
Cohen Children’s Medical Center
Columbia Memorial Hospital
Community Memorial Hospital
Continuum Health Partners, Inc.
Corning Hospital
Cornell University
Cortland Regional Medical Center
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
Excellus Blue Cross Blue Shield
F.F. Thompson Hospital
Faxton St. Luke’s Healthcare – Faxton Campus
Finger Lakes Health
Geneva General Hospital
Glen Cove Hospital
Glens Falls Hospital
Good Samaritan Hospital Medical Center
Greater Hudson Valley Health System, Inc.
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
Little Falls Hospital
Long Island College Hospital
Long Island Jewish Medical Center
Maimonides Medical Center
Margaretville Hospital
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 Queens Performing Provider System
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
Northern Westchester Hospital
Northwell Health
Norco Nordisk Inc.
Nyack Hospital
NYC Health + Hospitals
NYU Langone Medical Center
O’Connor Hospital
Orange Regional Medical Center
Oswego Health
Pecos Bay Medical Center
Phelps 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
Rutgers School of Public Health
Saint Vincent Catholic Medical Centers of New York—Staten Island Region
Samaritan Health System
Samaritan Medical Center
Saratoga Hospital
SBH Health System
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 Hospital
Stratton VA Medical Center
Strong Memorial Hospital
Syosset Hospital
The Burke Rehabilitation Hospital, Inc.
The Mount Sinai Hospital
The University of Vermont Health Network – Champlain Valley Physicians Hospital
The University of Vermont Medical Center
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
Unity Living Center
UPMC Chautauqua WCA
Upstate University Hospital
Upstate University Hospital Community Campus
UR Medicine
Vassar Brothers Medical Center
Weill Cornell Medical College
Western New York Healthcare Association
Westmed Medical Group
White Plains Hospital
Winthrop-University Hospital
Wyckoff Heights Medical Center
Wyoming County Medical Center
YAI Premier HealthCare
The Healthcare Association of New York State

HANYS is the only statewide hospital and continuing care association in New York State, representing nonprofit 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 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.
“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