

LOS ANGELES BUSINESS JOURNAL

HEALTH CARE

2022 LEADERSHIP SYMPOSIUM & AWARDS

2022 HONOREES & NOMINEES

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Letter from the Publisher



Over the last three years, health care professionals at all levels in our region and beyond have been asked to do so much and have accomplished countless essential tasks. The leaders of this industry have had difficult and transformational decisions to make every day and we all owe them a debt of gratitude. The importance of the leaders and teams who are running these health care organizations and making key decisions to help improve our communities. This section of the Los Angeles Business Journal is designed to honor the particularly outstanding leaders in health care for our region. These individuals, organizations and programs have made remarkable strides helping Los Angeles (and beyond) to provide outstanding levels of care and treatment while fighting to help us navigate through uncharted waters. Included in this special section you are reading now are spotlights on the honorees we celebrated as part of our annual Health Care Leadership Symposium & Awards virtual event on Thursday, August 25th. Sixteen inspirational honoree organizations and individuals were announced this year and are described in this section. We applaud each of them, as well as the impactful collection of finalists, also described in these pages. Congratulations – and thank you – to all the great health care leaders in Los Angeles who play such an integral role in our lives and the lives of our families, friends and coworkers – now more than ever.

Best regards,

A handwritten signature in black ink, appearing to read "JS", written over a white background.

Josh Schimmels
Publisher & CEO

BUCHALTER CONGRATULATES

Carol K. Lucas
Trusted Advisor of the Year Honoree

Andrew Selesnick
Trusted Advisor of the Year Nominee

Los Angeles Business Journal
2022 Health Care Leadership Symposium & Awards

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THE LOS ANGELES BUSINESS JOURNAL PROUDLY HOSTED THE ANNUAL HEALTH CARE LEADERSHIP AWARDS
AS A FREE VIRTUAL EVENT ON THURSDAY, AUGUST 25TH.

Before launching into the virtual awards ceremony, the event brought together a diverse group of elite health industry insiders for a panel discussion. They addressed everything, from providing to underserved populations, the biggest challenges the system is currently facing, to the overall impact COVID- 19 has had on protocols in Southern California, and much more. Below are some quotes from the event’s esteemed panelists:



John Baackes
Chief Executive Officer
L.A. Care Health Plan



“L.A. Care is proving that a public option can increase consumer choice, offer access to a large provider network and ensure rates remain affordable. It’s also showing that a public option can co-exist with commercial plans.”



Amar A. Desai, MD, MPH
President and CEO
Optum Pacific West



“Value-based care provides higher quality, more effective, and less expensive care as it focuses on the whole person and prevention. It’s how we are redefining healthcare in America.”



Devorah Lieberman *Moderator*
President
University of La Verne



“Our College of Health and Community Well-Being is training today’s and tomorrow’s skilled and culturally agile healthcare professionals to address the complex, community-level inequities that exist in the regional health and well-being infrastructure.”



Precious Mayes
CEO/President
Pacifica Hospital of the Valley



“Every day is a gift and we are not guaranteed tomorrow”



Tom Mone
Chief External Affairs Officer, OneLegacy
Vice President, OneLegacy Foundation



“The opportunity to save a life as an organ donor is so very rare while the need for a lifesaving transplant can strike anyone at any time. We can all leave a lasting legacy of kindness and hope by becoming a donor simply by checking ‘YES’ at the DMV.”



Paul Viviano
President and Chief Executive Officer
Children's Hospital Los Angeles



“Due to the commitment and experience of the world class caregivers at Children’s Hospital Los Angeles, families seeking the very best care for their children can be confident in the extraordinary expertise and compassionate care provided by CHLA.”

To view highlights from the webinar, visit labusinessjournal.com/events/hca2022



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2022 NOMINEES: INDIVIDUALS



NanaEfua Afah-Manin, MD
Emergency Medicine Specialist and Co-Founder
Shared Harvest Foundation



Dr. Vik Bakhru
Physician Executive
Single Thread Health



Joel Behnke
Vice President, Sales & Marketing, Rehabilitation
Bioventus



Rodney Bell
Founder / CEO
Sanitas Health



Kavitha Bhatia, MD, MMM, FAAP, FACHE
President and Chair, Prime Healthcare Foundation
Chief Medical Officer, Strategy, Prime Healthcare



Sunny Bhatia, MD, MMM, FACHE, FACC, FSCAI
CEO, Region & Corporate Chief Medical Officer
Prime Healthcare



Jonathan M. Bluth
Managing Director, Healthcare
Brown Gibbons Lang & Co.



Mara C. Bryant
Operations Executive
Adventist Health White Memorial



Eric Burroughs
Chairman Health and Wellness Action Group
100 Black Men of Long Beach Inc.



Carine Carmy
CEO & Co-Founder
Origin



Stephanie Chang
Co-founder and Secretary
Health Matters Clinic



Steven Chen, Pharm.D., FASHP, FCSHP, FNAP
Associate Dean of Clinical Affairs
University of Southern California School of Pharmacy



Robert Cherry
Chief Medical and Quality Officer; Incident Commander for the COVID-19 pandemic response
UCLA Health



Rahul Chhajed
First Vice President & Senior Director | Healthcare
Matthews Real Estate Investment Services



Lara Compton
Member
Mintz



Amar Desai, MD
President and CEO
Optum Pacific West



Rachel Dew, DNM, Ph.D.
CEO, ModiHealth
Double Board Certified Doctor, Natural & Integrative Medicine



Armand Dorian
CEO
USC Verdugo Hills Hospital



Debra Fields
Executive Vice President, Chief Transformation Officer
City of Hope



Nakeya Fields
Founder and President
Therapeutic Play Foundation



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health.laverne.edu

2022 NOMINEES: INDIVIDUALS



Julia Forth
CEO
Cancer Support Community Los Angeles



Jay Goss
General Partner
Wavemaker Three-Sixty Health



Tsega Habte
Founder, President, and CEO
Community Fulfillment Foundation (CFF)



Stephanie Hall
Chief Medical Officer
Keck Medicine of USC /
USC Norris Cancer Hospital



Rod Hanners
CEO, Keck Medicine of USC
President and CEO, USC Health System



Ramona C. Hernandez
Vice President Revenue Cycle
Amplus Group



Lisa Hineman, MSN, RN, PHN, AOCN, ANP-C
Director of Clinical Operations
Los Angeles Cancer Network



Brad Hively
CEO
The Oncology Institute, Inc.



Justin Houman
Urologist and Men's Health Specialist
Tower Urology



Ari Kalechstein
President and CEO
Executive Mental Health



Tobias Kennedy
President, Montage Insurance Solutions
CEO, Simplicity



Dr. Alireza Khosroabadi
CEO
Khosroabadi Institute



Lara Khouri
Executive Vice President, Chief Strategy,
and Transformation Officer
Children's Hospital Los Angeles



Bernard Klein, M.D., MBA
Chief Executive
Providence Holy Cross Medical Center



Omkar Kulkarni
Chief Digital Transformation Officer &
Chief Innovation Officer
Children's Hospital Los Angeles



Michelle Lambarena
Director of Organizational Development
Henry Mayo Newhall Hospital



Sara Litvak
CEO
Behavioral Health Center of Excellence



Carol Lucas
Shareholder
Buchalter



Chico Manning
System Vice President Enterprise
Supply Chain
PIH Health



Precious Mayes
President / CEO
Pacifica Hospital of the Valley

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2022 Health System Executive of the Year

Amar A. Desai, MD, MPH

President and Chief Executive Officer, Optum Pacific West

2022 Community Clinic of the Year

Optum-Hemet Primary Care Clinic



optum.com/california

2022 NOMINEES: INDIVIDUALS



Keith McBride
Chief Technology Officer & Medical Affairs
Bioventus



Edward Mirzabegian, MHA
Chief Executive Officer
Antelope Valley Medical Center



Thomas Mone
*Chief External Affairs Officer, OneLegacy
Vice President of Foundation Operations,
OneLegacy*



Michael Moreno
FVP & Senior Director | Healthcare
Matthews Real Estate Investment Services



Jonathan Nissanoff, MD
Chief of Orthopedics
Advanced Orthopedic Center



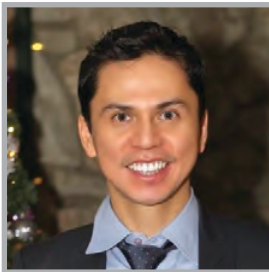
Jorge Orozco
CEO
LAC+USC Medical Center



David Osborne, PhD
Chief Technical Officer
Arcutis Biotherapeutics



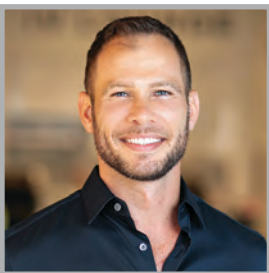
Felipe Osorno
*Chief, Office of Performance and
Transformation*
Keck Medicine of USC



**Glenn D. Pascual, DHSc, DNP,
MSN, RN, FACHE, eMHL,
MBA, CPXP, OCN**
*Director of Nursing- Administrative Services,
Business Systems, and Care Experience*
Kaiser Permanente West Los Angeles



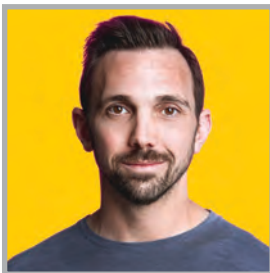
Elspeth Paul
Deputy General Counsel
Cedars-Sinai Health System



Kevin Peake
Co-Founder & President
Next Health



John G. Raffoul, DPA, FACHE
President
Adventist Health White Memorial



Josh Sackman
President and Co-Founder
AppliedVR



Marty Sargeant
CEO
Keck Medicine of USC



Andrew H. Selesnick
Shareholder
Buchalter



Darshan Shah, MD
CEO & Founder
Next Health



Roger Sharma, CPA, MBA
President and Chief Executive Officer
Emanate Health



Eric W. Snyder, MD, MS, FACEP
*Chief Risk Officer; Medical Director,
Providence Cedars-Sinai Med. Ctr*
*Director of Patient & Physician Relations,
Emergent Medical Associates*



Katherine Steinberg
President and Co-Founder
Determined Health



Robert Stone
President and CEO
City of Hope

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2022 NOMINEES: INDIVIDUALS



Paul S. Viviano
President and Chief Executive Officer
Children's Hospital Los Angeles



Angie Weber
First Vice President
CBRE



Paula Wilson
President & CEO
Valley Community Healthcare



Les Ybarra
President, California Medicaid
Anthem Blue Cross

2022 NOMINEES: ORGANIZATIONS



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Advanced Orthopedic Center Inc.
- 24/7 Orthopedic Urgent Care



Adventist Health White Memorial



American Medical Rehabilitation Providers Association



Antelope Valley Medical Center



Anthem Blue Cross



Barlow Respiratory Hospital



Bioventus



Cano Health



Cedars-Sinai



Children's Hospital Los Angeles



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Thank you, Los Angeles



Over the past several years, the number of Americans on a waiting list for a lifesaving organ or tissue has decreased by 10%. These numbers are a testament to those who say “yes” to donation and is a **wonderful demonstration of the generosity** of all of those who help to make the gift of life possible.

It also reflects an increased understanding that **donation is really about life**, not death, as the act of donation is a lasting way to honor a loved one’s memory. Our thanks go out as well to donor hospitals and staff who, despite the current pandemic, have been incredible in continuing to recognize the importance of enabling donation and in fulfilling the wishes of the donor patient.

While we rejoice in the decline, **there is still a lot of work to be done**. More than 100,000 Americans are still waiting to receive a lifesaving heart, liver, lung, kidney and/or pancreas; and tragically, 17 Americans die needlessly each day while waiting for a second chance at life.

The opportunity to donate and to receive a lifesaving transplant knows no sexual orientation or age and has no national, ethnic or religious boundaries. **Please join in this effort** and help save a life by registering to be an organ donor at **onelegacy.org/register** or at your local DMV.



Dedicated to saving and healing lives through organ, eye and tissue donation

OneLegacy.org | **onelegacy.org/register**

2022 NOMINEES: ORGANIZATIONS



City of Hope®

City of Hope



CompletePT Pool & Land Physical Therapy, Inc.

UCLA David Geffen School of Medicine

David Geffen School of Medicine at UCLA



Emanate Health

Encino Hospital Medical Center

Encino Hospital Medical Center



Executive Mental Health



GoodRx

GoodRx



Heal One World



health net™

Health Net



Kaiser Permanente



Kaiser Permanente Department of Research & Evaluation

Keck Medicine of USC

Keck Hospital of USC

Keck Medicine of USC

Keck Medical Center of USC

Keck Medicine of USC

Keck Medicine of USC - COVID Recovery Clinic



Los Angeles Cancer Network

MHALA
Mental Health America of Los Angeles

Mental Health America of Los Angeles



ModiHealth



Next Health

Optum

Optum - Hemet Clinic



Pacific Clinics

Pacific Clinics

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Greater
possibilities.



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Los Angeles Cancer Network

Patients shouldn't have to navigate various healthcare obstacles such as financial, insurance & language barriers. Our compassionate care team is here to support you every step of the way. Life brings you unexpected places, we bring you back home.

What Patients Are Saying

"It's one thing to have a doctor who cares for you, it's another to have one that cares about you. That's what I got at LACN, a team of doctors that cared about me. From the people who greet you at the front door, to lab technicians, to nurses, everybody knows you by your first name." - Leon B

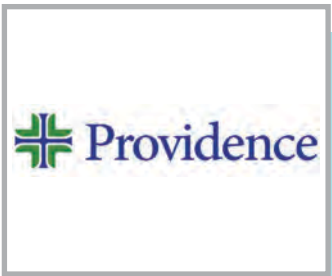
2022 NOMINEES: ORGANIZATIONS



Pacifica Hospital of the Valley



PIH Health Home Health



Providence St. John's - Santa Monica



Sanitas Health



Sherman Oaks Hospital



St. Francis Medical Center



Stand Up To Cancer



SteadyMD



The TransLatin@ Coalition



UCLA Health



Venice Family Clinic

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2022 AWARDS: INDIVIDUALS



HEALTH SYSTEM EXECUTIVE OF THE YEAR HONOREE

AMAR DESAI, MD

President and CEO
Optum Pacific West

It was in medical school that Dr. Amar Desai discovered the impact business models, public policy, and social context can have on the practice of medicine. Later, as a practicing nephrologist, he saw he could have an impact at both the patient and population level by helping to shape a coordinated, value-based system. Since then, he has been committed to developing a physician-led, patient-first healthcare organization with a positive societal impact.

Dr. Desai now leads the largest multi-payer, value-based care organization in the country and is leading the evolution of healthcare in the United States. As president and CEO of Optum Pacific West which includes California, Oregon, and Washington, Dr. Desai oversees more than 20,000 physicians caring for over 2.5 million patients. California accounts for 16,000 patients and two million patients.

His efforts have helped Optum exceed financial, operational, and clinical goals through unprecedented growth and retention, the creation of a digital ecosystem, improved clinical outcomes through coordinated care, innovation, and a focus on all aspects of the quadruple aim.

As a result of Dr. Desai's vision and leadership, Optum California represents one of the nation's most compelling value-based care success stories. Optum California is excelling at value-based care and setting the bar for healthcare in America with 9 out of 10 patients preferring Optum doctors based on the 2019-2020 Press Ganey patient satisfaction survey. Last year, Dr. Desai expanded the reach of value-based care by bringing population health full-risk capabilities to the traditionally fee-for-service markets of Oregon and Washington.



KAVITHA BHATIA, MD, MMM, FAAP, FACHE FINALIST

President and Chair, Prime Healthcare Foundation
Chief Medical Officer, Strategy Prime Healthcare

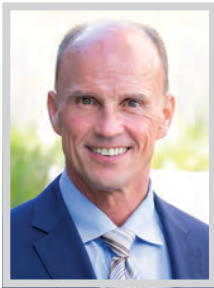
Dr. Kavitha Bhatia, president and chair, Prime Healthcare Foundation and chief medical officer of strategy, Prime Healthcare, leads the development and implementation of strategic initiatives that advance the mission and success of Prime Healthcare and the Prime Healthcare Foundation. Dr. Bhatia works with corporate and hospital leaders to align goals, prioritize system-wide value creation, and implement strategic initiatives and community benefit to ensure Prime's continued operational, financial and clinical success. Through Dr. Bhatia's leadership and vision, Prime built the infrastructure to leverage its unique value and national scale, leading to improved efficiency, standardization, and quality care at 45 hospitals across the US. Dr. Bhatia's leadership has led Prime's hospitals to achieve hundreds of quality and clinical excellence awards, and recognition among the 100 top hospitals in the nation.



SUNNY BHATIA, MD, MMM, FACHE, FACC, FSCAI FINALIST

CEO, Region I & Corporate Chief Medical Officer
Prime Healthcare

Dr. Sunny Bhatia is an interventional cardiologist who is quadruple board certified in internal medicine, cardiovascular disease, nuclear cardiology and interventional cardiology. As a physician leader, founder of medical groups and executive leader of one of the largest health systems in the United States, Dr. Bhatia leads with the heart of a physician focused on clinical excellence, patient experience and financial stewardship. In his role as CEO of Region I and corporate chief medical officer of Prime Healthcare, Dr. Bhatia establishes and facilitates processes to ensure engagement and alignment of all C-suite leaders and physicians to guarantee safe, quality healthcare delivery for 17 Prime hospitals in Region I. He is a fellow of the American College of Cardiology as well as the Society for Cardiac Angiography and Interventions and has authored numerous publications in notable peer-reviewed journals and presented his research at global conferences.



RODNEY B. HANNERS FINALIST CEO, Keck Medicine of USC President and CEO, USC Health System

Rod Hanners serves as CEO of Keck Medicine of USC, an academic health system in the ethnically diverse area of East Los Angeles. Hanners also serves as President and CEO of USC Health System with oversight of USC's clinical activities, including USC Care Medical Group (Keck Medicine's network of physicians who provide outpatient services and procedures); Keck Medical Center, which includes Keck Hospital and USC Norris Cancer Hospital; USC Verdugo Hills Hospital; and more than 67 outpatient clinics from Bakersfield to Newport Beach and other clinical practices and joint ventures throughout Los Angeles and Orange counties. Hanners is an inspirational leader who builds high trust environments and creates cultures of support and interconnectedness. He is passionate about empowering medical teams to drive patient care excellence and ensuring that physicians and staff have the support and resources they need to care for themselves while providing exceptional patient care.



CHICO MANNING FINALIST System Vice President Enterprise Supply Chain PIH Health

Chico Manning MHA is the system vice president of enterprise supply chain at PIH Health, a nonprofit, regional healthcare network comprised of PIH Health Good Samaritan Hospital, PIH Health Whittier Hospital and PIH Health Downey Hospital; 35 medical office buildings; more than 90 clinics; and a multi-specialty medical group. PIH Health serves more than 3.7 million residents in the Los Angeles County, Orange County and Gabriel Valley region. In his position, he is responsible for the overall strategic direction and tactical execution for all aspects of supply chain management at PIH Health. Manning's career spans over 30 years of progressive experience in supply chain sales, sales operations, manufacturing, fleet, and distribution. He is a highly accomplished leader and holds a superior track record for bringing operational excellence to organizations and redefining standards of success. His expert guidance and expertise were especially vital during the COVID-19 pandemic.

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PIH Health is a nonprofit, regional healthcare network that serves Los Angeles County, Orange County and the San Gabriel Valley. Our fully integrated network includes **3 hospitals, 35 outpatient facilities, 7 urgent care centers**, home healthcare services and more –**all focused on providing you with world-class, award-winning care.**

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2022 AWARDS: INDIVIDUALS

HOSPITAL CEO OR PRESIDENT OF THE YEAR HONOREE

MARTY SARGEANT

CEO
Keck Medicine of USC

Marty Sargeant is CEO of Keck Medical Center of USC, a tertiary/quaternary medical center focused on treating critically ill surgical patients. Comprised of Keck Hospital of USC and USC Norris Cancer Hospital, the medical center, under Sargeant's leadership, is consistently ranked among the nation's best hospitals and is routinely honored with multiple patient safety awards. Sargeant, who has more than 20 years of leadership experience under his belt, provides executive leadership for the medical center while maintaining strong relationships with department chairs, faculty, staff and leadership.

Sargeant is committed to personally engaging with frontline caregivers and maintains a constant presence at the medical center, creating opportunities to enhance patient care and ensure that physicians and staff have the support they need to excel in their roles.

The medical center, which has the highest acute care patient volume in the entire country, is the largest transfer center in the region. Additionally, the research-based medical center offers hundreds of groundbreaking clinical trials, as well as surgical innovations that provide patients the most leading-edge therapies available.

In just some of the many achievements at the medical center during Sargeant's tenure, the USC Transplant Institute reached a new record of 400 transplants in 2021. Sargeant also champions cancer research, such as USC Norris' recently launched Breast Cancer Survivorship Program, which is developing a novel blood test to detect the presence of micro-metastatic residual breast cancer at the end of therapy and develop a recurrence risk classifier for survivors of breast cancer.



BERNARD KLEIN, MD, MBA

FINALIST
Chief Executive
Providence Holy Cross Medical Center

For decades, Providence Holy Cross Medical Center has served the northeastern San Fernando Valley, growing with the community and, in the tradition of its founding sisters, reaching out to the poor and vulnerable. At the helm since 2013 is chief executive Bernard Klein, MD, whose medical and MBA degrees combine to deliver a chief who has the compassion, intelligence and insight of a doctor and the business acumen and team-building expertise of a C-suite occupant to successfully run one of the largest, busiest and most recognized hospitals in northern L.A. County. Dr. Klein frequently leaves his modest office, tucked away in a prefabricated building behind the hospital, to make rounds among the staff – something he expects of all his leaders. From nursing units to the cafeteria, the busy Emergency Department/Trauma Center to the housekeeping department, he greets caregivers, listens to any concerns – and makes sure they are quickly addressed.



ROGER SHARMA, CPA, MBA

FINALIST
President and Chief Executive Officer
Emanate Health

Roger Sharma, the president & CEO of Emanate Health, oversees the largest health care system in the San Gabriel Valley, serving one million people in the region. Emanate Health operates Inter-Community Hospital in Covina, Queen of the Valley Hospital in West Covina, Foothill Presbyterian Hospital in Glendora, and both the Emanate Health Care Center, and Emanate Health Hospice and Home Care in West Covina. The three nonprofit, DSH-funded safety-net hospitals offer quality care to underserved, low-income communities throughout the area. Sharma, who assumed his current role in April 2022, had previously served as the CFO for the last 10 years and later added the executive vice president title during a critical time in the history of Emanate Health. Sharma played an active role in leading Emanate Health's response to the COVID-19 pandemic and presided over the interdisciplinary Emanate Health COVID-19 Command Center.



ROBERT STONE

FINALIST
President and CEO
City of Hope

Robert Stone leads City of Hope, a premier cancer research and treatment center dedicated to innovation in biomedical science and the delivery of compassionate, world-class patient care. The organization's 100-year heritage of serving patients with a strong sense of mission and values has influenced Stone in determining the path for City of Hope's second century of service. His leadership, paired with City of Hope's vision to democratize cancer care, has led to the creation of a system that makes leading-edge research, treatment, and care accessible to more patients, families, and communities across the country. With the recent acquisition of the Cancer Treatment Centers of America, City of Hope has become one of the largest cancer treatment center networks in the country, serving approximately 115,000 patients annually. Under Stone's leadership, City of Hope aims to continue expanding access and driving solutions that create more equitable access to cancer treatment and more equitable patient outcomes.



PAUL S. VIVIANO

FINALIST
President and Chief Executive Officer
Children's Hospital Los Angeles

Paul S. Viviano is a national pediatric healthcare leader and children's healthcare advocate. For more than three decades, he has led academic healthcare systems, nonprofit community healthcare organizations and for-profit healthcare service providers delivering excellence in clinical care, research and medical education. Viviano assumed the role of president and chief executive officer of Children's Hospital Los Angeles in late 2015. Under his leadership, the hospital became the highest-ranked children's hospital in California, at fifth in the nation, and the highest-ranked children's hospital in the Pacific Region of the United States. This is a distinction that is due to his attention to continually driving for excellence along every metric of success. During that same time, as the hospital pursued the delivery of higher quality, it also supported more children and families in its services areas, managing more than 660,000 patient visits annually and performing more than 17,000 surgeries.



Visionary Leadership Gives Rise to Exceptional Care

Congratulations

Dr. Kavitha Bhatia and **Dr. Sunny Bhatia** on receiving the *LA Business Journal* **Health System Executive of the Year** nomination, and Prime Healthcare's **Encino Hospital Medical Center (Encino)**, **Sherman Oaks Hospital (Sherman Oaks)**, and **St. Francis Medical Center (Lynwood)** on receiving the **Top Hospital** nomination.



**Kavitha Bhatia, MD, MMM,
FAAP, FACHE**

Chief Medical Officer, Strategy
Prime Healthcare

President and Chair,
Prime Healthcare Foundation

Chair, COVID-19 National Committee



**Sunny Bhatia, MD, MMM, FACHE,
FACC, FSCAI, FACHE**

Chief Executive Officer, Region I
Corporate Chief Medical Officer,
Prime Healthcare

Chief Medical Officer,
Sherman Oaks Hospital and
Encino Hospital Medical Center

Chair, COVID-19 National Committee



**Encino Hospital
Medical Center**



**Sherman Oaks
Hospital**



**St. Francis
Medical Center**

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Prime Healthcare



Prime Healthcare



2022 AWARDS: INDIVIDUALS



HOSPITAL EXECUTIVE OF THE YEAR HONOREE

DEBRA FIELDS

Executive Vice President, Chief Transformation Officer
City of Hope

As executive vice president and chief transformation officer, Debra Fields’ unique role brings together several administrative system functions and capabilities all aimed at creating the environment to enable City of Hope’s vision to transform the healthcare landscape for cancer patients. She leads human resources and talent stewardship, diversity, equity and inclusion, culture, internal and external engagement and communications, marketing, enterprise program management and strategic initiatives navigation, organization effectiveness and change, and legal and compliance.

Over the past five years, with her leadership, City of Hope has built the foundation for a unique blend of academic and community cancer care; enabling patients to get care in over 30 community practice sites, connecting excellent community oncologists who see many patients with many cancers, to subspecialist experts in Duarte to help ensure all patients are getting the right diagnosis, and right care, at the right time and in the right place.

With Fields’ stewardship, City of Hope has launched AccessHope, a unique direct to employer program, and is the first cancer center in the country to open a second academic campus, in Orange County, to bring subspecialty, complex cancer care and clinical trials closer to home in a community where 20% of patients currently leave the area to receive advanced care. With the acquisition of Cancer Treatment Centers of America, in Feb 2022, Fields is leading the integration, and organization design as City of Hope becomes a national cancer care and research system, with a focus on bringing the best care and science to patients across geographies.

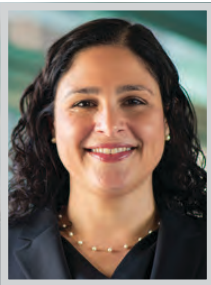


ROBERT CHERRY, MD

FINALIST

Chief Medical and Quality Officer; Incident Commander for the COVID-19 Pandemic Response
UCLA Health

Dr. Robert Cherry was appointed to the position of UCLA Health Chief Medical and Quality Officer in 2014 to lead system-wide quality-improvement efforts with the goal of achieving world-class clinical and patient-centered outcomes that set the standard in health care delivery and innovation. He has worked to develop collaborative approaches to quality and value management and improvement for populations, outpatients and inpatients, and he coordinates innovative methods to utilize analytics, informatics and advanced computational techniques to enhance and accelerate UCLA’s goals to raise clinical quality, improve patient experience and provide value to patients. Dr. Cherry is known for his leadership skills and for excelling in a results-oriented environment, as well as for his communication, transparency, collaboration, and teamwork. He has successfully achieved major accomplishments in clinical quality outcomes, process redesign, and patient safety systems.

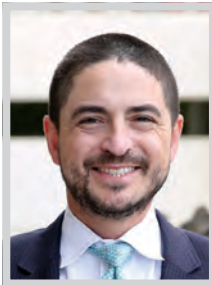


LARA KHOURI

FINALIST

Executive Vice President, Chief Strategy, and Transformation Officer
Children’s Hospital Los Angeles

Over the past seven years, Lara Khouri has made an exceptional impact across the Children’s Hospital Los Angeles organization. In her role as executive vice president and chief strategy and transformation officer, a position she has held since 2020, she is charged with advancing the institution’s vision and driving initiatives that deliver on the growth and operational targets of the Hospital. Khouri has responsibility leading several critical departments essential to the CHLA mission: the Cancer, Neurological, Orthopedic, Cardiac, Behavioral Health, and Fetal & Neonatal Service Lines; Strategic Planning; Health System Development and Integration; Government, Community and Business Relations; Marketing and Communications; Research Operations; the Innovation Studio; and the Global Health Program. Early in the global pandemic crisis, she rallied leaders across the enterprise to contribute to a plan for the delivery of care at levels that represented “Safe Capacity.”

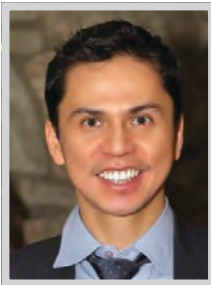


FELIPE OSORNO

FINALIST

Chief, Office of Performance and Transformation
Keck Medicine of USC

As chief of the Office of Performance and Transformation at Keck Medicine of USC, Felipe Osorno oversees numerous strategies to create a culture of continuous improvement to improve quality, patient experience and reduce cost of care. In addition to his time-consuming and crucial job for the health system, Osorno has led efforts at the health system to create a culture of diversity, equity and inclusion simultaneously while leading a huge community COVID-19 vaccine campaign that make him a standout in the health care field in the greater Los Angeles area. This past year, Osorno has also overseen efforts to launch a Gender Affirming Program for Keck Medicine for the transgender population that has historically been underserved. Osorno is also part of Keck Medicine’s Diversity, Equity and Inclusion Steering Committee, which is developing a shared and inclusive understanding of diversity and inclusion, as well as creating a road map for change.



GLENN D. PASCUAL, DHS, DNP, MSN, RN, FACHE, eMHL, MBA, CPXP, OCN

FINALIST

Director of Nursing
Kaiser Permanente West Los Angeles

Dr. Glenn Pascual, the director of nursing at Kaiser Permanente West Los Angeles, is an international speaker, international published author, consultant and health-care leader. He spearheaded the Nursing Professional Practice Council (recruitment and retention, standardized rewards and recognition, policies and procedures, and evidence-based practice) and Care Experience Council comprising of 42 multidisciplinary members including patient advocates that led to KP WLA Magnet designation on May 18, 2022. He also restructured and reclassified positions, processes, and systems to improve the workflow in KP WLA’s Administrative Service Department. Dr. Pascual spearheaded a recruitment program to increase the RN labor pool in the critical care units and partnered with KP SCAL Regional leadership to build agreements with registry agencies to improve staffing.



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2022 AWARDS: INDIVIDUALS



TRUSTED ADVISOR OF THE YEAR HONOREE

CAROL LUCAS

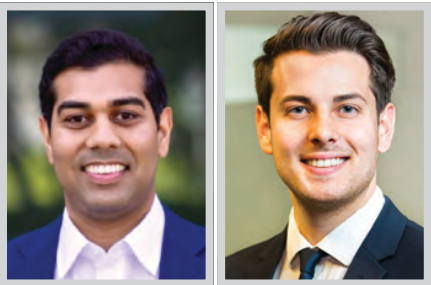
Shareholder
Buchalter

Carol K. Lucas is chair of the Buchalter’s Health Care Practice Group and former co-chair of the Corporate Practice Group. Lucas focuses her practice on healthcare law and general business law. She has extensive experience in mergers and acquisitions, joint ventures, securities, private placements, state and federal regulations, entity formation and corporate representation of both public and private companies in the healthcare industry.

Over the last several years, Lucas has represented numerous clients in connection with issues and disputes related to payment for healthcare services. She is also an expert on the establishment and representation of Federally Qualified Health Centers and related issues such as governance requirements, issues raised by hospital sponsorship of FQHCs, application issues, and the impact of health care reform on these entities.

She also specializes in the representation of ambulatory surgery centers, med spas, imaging centers, and other ancillary providers in a variety of medical specialties, and in the legal and business issues that confront independent practice associations and other physician organizations.

Lucas is AV Preeminent rated by Martindale Hubbell and is recognized by Chambers USA as a leader in the Health Care field and one of America’s Leading Lawyers for Business. She was selected by Corporate Counsel as a 2012 Top Rated Lawyer in Health Care Law. No stranger to the pages of the Los Angeles Business Journal, in 2019, she was recognized as a nominee for the 2019 Women’s Council” awards and last year she was named to the “Women of Influence: Health Care” list.



RAHUL CHHAJED
FINALIST
First Vice President &
Senior Director | Healthcare
Matthews Real Estate
Investment Services

MICHAEL MORENO
FINALIST
FVP & Senior Director |
Healthcare
Matthews Real Estate
Investment Services

Rahul Chhajed and Michael Moreno are co-leaders of Matthews’ Healthcare Division. Chhajed has product specialization in various healthcare facilities such as urgent centers, free-standing emergency rooms, and rehabilitation centers, among others. Moreno specializes in dialysis clinics, specialty clinics, and dental facilities, among many others. As leaders of the division, Chhajed and Moreno have tremendous experience in the disposition of both individual assets as well as portfolio transactions. They both exhibit extensive knowledge of the healthcare sector, making them trusted brokers by their clients and peers. They actively seek information on new trends and innovations in the industry, exceeding clients’ expectations on every deal. They bring clients the most up-to-date, well-rounded information that add exceptional value to each transaction with their broad background in multiple sectors.



LARA COMPTON
FINALIST
Member
Mintz

Mintz member Lara Compton is a trusted advisor to clients ranging from traditional health care providers to disrupter digital health platforms as they navigate the practical and regulatory challenges of health care innovation. Her unique depth of knowledge across HIPAA privacy and other regulatory issues governing the use of data, state and federal fraud and abuse laws, business planning and operational issues has led colleagues to describe Compton as the “Swiss Army Knife” of health care problem-solving. Working at the intersection of health care and technology, Compton loves to counsel telemedicine and other digital health clients on business plan strategy and implementation, state-specific telemedicine regulation, corporate practice of medicine, the scope of practice, fee splitting, anti-kickback, reimbursement, and other complex health care regulatory issues. She also advises health care providers on the incorporation of telehealth and other technology infrastructures trending as a result of the pandemic.



TOBIAS KENNEDY
FINALIST
President, Montage Insurance Solutions
CEO, Simplicity

Tobias Kennedy was promoted to the post of president at Montage Insurance Solutions in 2021 after working his way up the ladder over his 14 years at Montage. He has personally saved Montage clients thousands to millions of dollars on their premiums, bringing forth great plan designs in large part because he holds the Montage core values of serving clients well with “dedication, service, and integrity.” Kennedy attends employee enrollment events and wellness and employee engagement meetings, often bringing the crowd to their knees in joyful laughter due to his fun-loving style as a presenter. He is deeply knowledgeable about the insurance industry, its products and services, technology and beyond. He is an innovative leader that pushes forward to make sure Montage is a leader in its field and is always willing to help or coach his teammates.



ANGIE WEBER
FINALIST
First Vice President
CBRE

With more than 30 years of commercial real estate experience, Angie Weber is a trusted partner whom clients rely on to provide strategic consulting to help them make sound business decisions. She focuses solely on medical real estate and represents many of the industry’s biggest players, including healthcare REITs, large institutional owners and healthcare systems. Weber’s commitment to her clients, her knowledge of the healthcare industry and its unique real estate goals and challenges, and her passion for connecting people has earned her loyal, long-term clients who look to her to help with a variety of real estate and business needs. Weber has played an integral role at some of the region’s most important medical properties and has had great impact on successful transactions involving medical real estate, such as Stockdale Capital Partners’ sale of two medical office properties in Beverly Hills and Santa Monica in a \$156 million deal.

Brown Gibbons Lang & Company is proud to support the
**2022 Health Care Leadership
Symposium & Awards**
and congratulates this year's distinguished
nominees, including:



Jonathan M. Bluth
Managing Director
Brown Gibbons Lang & Company

Nominated for:
"Trusted Healthcare Advisor of the Year"

Jonathan Bluth has more than 22 years of professional experience in the healthcare industry, with sell-side, buy-side, and capital raising transactions for physician groups, revenue cycle companies, diagnostics businesses, and various other specialty service providers across the greater Los Angeles region.

He is a frequent speaker on healthcare M&A and has been recognized previously by the *Los Angeles Business Journal* as its "Trusted Healthcare Advisor of the Year" in 2021 and its "Influential Investment Banker" in 2018.

Business & Industrial Services • Consumer
Healthcare & Life Sciences • Industrials • Real Estate

2022 AWARDS: INDIVIDUALS

OUTSTANDING HEALTH CARE INNOVATOR HONOREE

CARINE CARMY
CEO & Co-Founder
Origin

Carine Carmy co-founded Origin to solve a silent problem that impacts millions of women every year. Today, one in three adult women suffer from sexual health issues and related full-body pain, including incontinence, painful sex, prolapse, hip and back pain, and more. Many of these conditions often start around pregnancy, yet there is no national standard for rehab and recovery.

Origin is a company founded by women for women and is spreading awareness and revolutionizing the way the female body and vaginal anatomy are treated. With Carmy's stewardship, the company has quickly grown into the leading national provider of pelvic floor and whole-body physical therapy and aims to change the standard of care for women across the country. Women's health has long been underfunded and under-researched, drastically compromising the quality of care and health outcomes. Women weren't required to be included in US clinical research until 1993. Carmy's goal with Origin is to help close the gender gap in healthcare by providing an effective and accessible solution that shifts the narrative for women and allows them to take control of their bodies.

Under Carmy's leadership, Origin has seen tremendous growth since its launch in 2020, opening five clinics (including two in Los Angeles), expanding its virtual offerings, treating over 15,000 new patients, and building a robust team of over 100 people. She has helped bring together over 50 brands to collaborate with the Center for Intimacy Justice on a groundbreaking survey and closed the company's venture capital, all while navigating the challenges of the pandemic.



ARI KALECHSTEIN, Ph.D.
FINALIST
President and CEO
Executive Mental Health

Ari D. Kalechstein, Ph.D., president and CEO of Executive Mental Health (EMH), brings 25 years of experience as a licensed psychologist in the States of California and Nevada. With the support of his colleagues, Dr. Kalechstein spearheaded the development of a comprehensive suite of services at EMH, which include neuropsychological evaluations, clinical psychological interventions, and forensic mental health evaluations. The mission of EMH clinicians is to provide mental health services for patients from a wide variety of backgrounds who experience an array of mental health difficulties. Over the past 25 years, Dr. Kalechstein has fostered a reputation within the medical community for EMH's quality of care, ability to forge personal relationships with patients, responsiveness to individual patient needs, and commitment to innovation and best practices when providing clinical care. He has published extensively in peer review journals, including one of the first edited volumes examining the neuropsychological consequences of addiction.



OMKAR KULKARNI
FINALIST
Chief Digital Transformation Officer &
Chief Innovation Officer
Children's Hospital Los Angeles

Omkar Kulkarni brings doctors, nurses, pharmacists, entrepreneurs, IT leaders, designers, thought leaders and subject matter experts together to create and deploy innovative solutions to complex healthcare problems, ranging from incremental process improvements within a hospital/health system to disruptive and transformative technologies that accelerate the pace of healthcare innovation nationwide. As CHLA's first chief innovation officer, Kulkarni was responsible for fostering innovation across CHLA's clinical and research enterprises – including finding successful new methods of care, incubating new medical tools and software, and rallying communities in and out of the hospital to solve problems in the field of pediatrics – all with the goal of enhancing outcomes for children and families. He built CHLA's Innovation Studio from the ground up, using human-centered design and focuses on digital health solutions to address multiple health-related issues and processes.



SARA LITVAK
FINALIST
CEO
Behavioral Health Center of Excellence

As CEO of Behavioral Health Center of Excellence, Sara Litvak is dedicated to realizing the organization's mission of ensuring and encouraging safe, effective, equitable, patient-centered healthcare. Over the last seven years, BHCOE has dedicated itself to transforming care for people with autism and related developmental disabilities through a relentless focus on serving as a resource for the autism community on how best to improve quality of care, safety, well-being, and life for patients and families. While her organization's reach is national impacting over 50,000 individuals with autism, her local footprint in Los Angeles has touched thousands of children's lives. She founded BHCOE after serving as a consultant for numerous state and governmental entities and insurance companies designing quality assurance processes to ensure that ABA organizations provide clinically sound services. Litvak has also published articles and book chapters on ethics, diversity, equity, and inclusion; quality assurance; outcome measurement; and value-based care.



DAVID OSBORNE, Ph.D.
FINALIST
Chief Technical Officer
Arcutis Biotherapeutics

David Osborne, Ph.D., is a co-founder of Arcutis Biotherapeutics, an innovative pharmaceutical company poised to transform the treatment of common immune-mediated dermatological diseases through novel topical therapies. Dr. Osborne is the company's chief technical officer and one of the world's leading experts in the topical, transdermal, transmucosal, and subcutaneous delivery of active pharmaceutical ingredients through creams, gels, and ointments. During his career to date, he has issued 29 U.S. patents. He is a named inventor on four FDA-approved topical products and led the development of Eligard, Clobex Spray, MetroGel 1%, and 15 generic topical products. He has 58 publications, primarily in the areas of surfactants, formulations, and skin delivery, and he has edited two books on topical drug development. He and his co-founders created Arcutis Biotherapeutics in 2016, spurred by their recognition that medical dermatology was in urgent need of therapeutic innovations.

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Los Angeles Business Journal's Health Care Leadership Awards

TOP HOSPITAL

Adventist Health White Memorial



NOMINATED LEADERSHIP



John Raffoul
Hospital CEO/President of the Year
Adventist Health White Memorial



Mara Bryant
Hospital Executive of the Year
Adventist Health White Memorial

Adventist Health provides a powerful network of hospitals, physicians and medical offices in the Los Angeles area and beyond. As we have for generations, we combine our advanced care, quality service and expert providers to inspire health, wholeness and hope in our communities.



2022 AWARDS: INDIVIDUALS



OUTSTANDING HEALTH CARE VOLUNTEER HONOREES

TSEGA HABTE

Founder, President and CEO
Community Fulfillment Foundation

The activities and accomplishments of Tsega Habte, an Eritrean American former clinical research pharmacist working through her non-profit, Community Fulfillment Foundation (established in 2021), are prime examples of what it means to give back to the community.

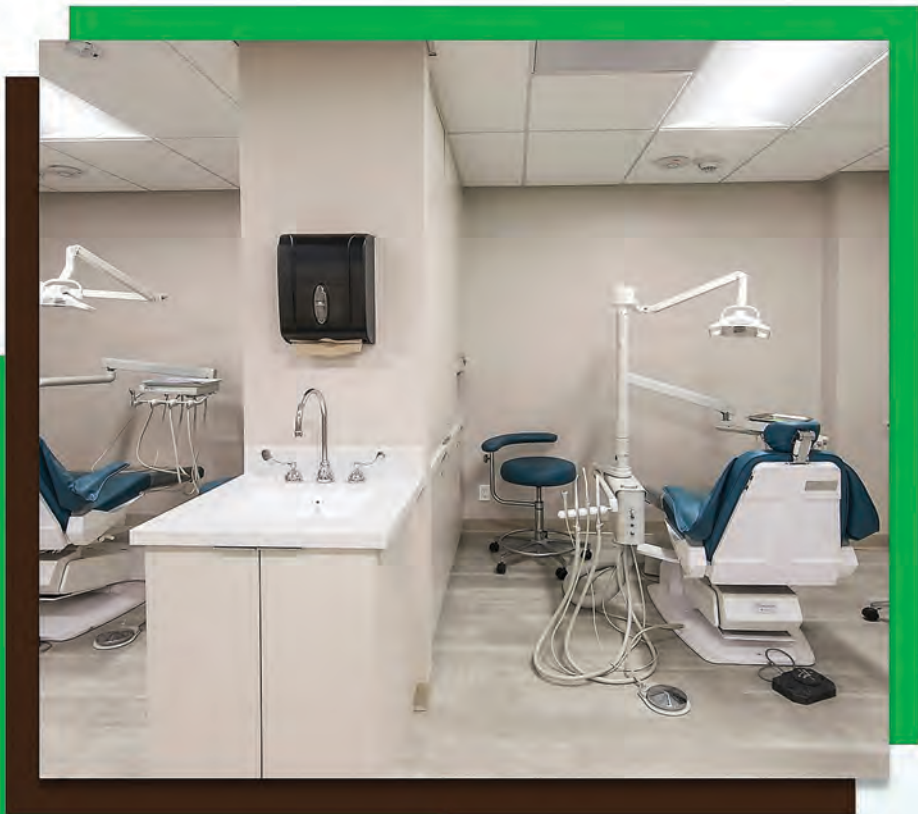
Habte aided in the vaccination of thousands of people in partnership with the Kedren Community Medical Center of South-Central Los Angeles, where she's lovingly called "Mama Tsega." In April 2020, the Ministry of Health in Eritrea formed a COVID-19 task force to coordinate relief efforts for Eritreans affected across the globe. The ministry tapped local Eritrean professionals, including Habte, to be point people in Los Angeles. Habte, as a representative of the local Eritrean community, along with Ethiopian community partners, secured volunteers to staff their first event and translate critical medical information from English to Tigrinya and Amharic. Nine months and three successful clinics later, Habte's partnership with Kedren has produced a model for vaccination outreach: targeted pop-up clinics hosted in familiar spaces and promoted and staffed by familiar faces using culturally relevant methods.

Habte locked in a commitment from Kedren to host a clinic at Kedren targeting L.A.'s East African community. To provide aid around the topic of mental health, Habte reached out to Dr. Thema Bryant-Davis, president elect of the American Psychological Association, to offer professional support to the community via Zoom. This served as a life-saving effort for monolingual East African communities in Los Angeles, who, without this in-language and culturally relevant care, might not have gotten vaccinated.



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UCLA Health is proud to be recognized in several categories in the 2022 Los Angeles Business Journal Health Care Leadership Awards.

We congratulate the David Geffen School of Medicine at UCLA for being honored as the **Educational or Institutional Program of the Year.**

UCLA

Health

David Geffen
School of Medicine

2022 AWARDS: ORGANIZATIONS



TOP HOSPITAL OR MEDICAL CENTER OF THE YEAR HONOREE

CHILDREN'S HOSPITAL LOS ANGELES

Founded in 1901, Children's Hospital Los Angeles is a pediatric academic medical center built around its mission of creating hope and building healthier futures for children. More than 120 years later, the organization is fulfilling that mission by offering transformative compassionate care, educating tomorrow's healthcare professionals and making life-changing discoveries.

The hospital is heralded as leader among children's hospitals nationally and regionally, led by the more than 6,400 team members and 800 medical staff who work collectively to perform nearly 17,000 surgeries and see more than 660,000 patient visits each year. But the numbers don't tell the entire story. The story is told in the compassionate and life-changing care that is effected in every patient and for every family as part of their own healthcare journey, and their ability to return home to their community, more whole than before.

Providing renowned, world-class clinical care, supporting leading-edge research and managing one of the most successful pediatric training programs in the country – all while being the pediatric safety net hospital for the entire region – is the result of a dedicated, highly-trained workforce with a truly unique institutional commitment – to do everything possible for children. Focused and determined efforts during a grueling period resulted in the institution doing even more than ever for the health of children, for the community and for education and innovation in medicine overall.

Children's Hospital Los Angeles is committed to setting and resetting the standards of pediatrics – never giving up in the relentless pursuit of "why" to uncover knowledge today that will inform the lifechanging innovations of tomorrow.



KECK MEDICAL CENTER OF USC FINALIST

Keck Medical Center of USC, which consists of Keck Hospital of USC, a 401-bed acute care hospital, and 60-bed USC Norris Cancer Hospital, as well as other Keck Medicine patient care areas on the Health Sciences Campus, is a tertiary/quaternary medical center focused on treating critically ill surgical patients. The medical center has the highest acute care patient volume in the entire country. The research-based medical center offers hundreds of groundbreaking clinical trials, as well as surgical innovations that provide patients with the most leading-edge therapies available. Keck Medicine's USC Norris Comprehensive Cancer Center, which has existed for almost 50 years, is one of the eight original comprehensive cancer centers designated by the National Cancer Institute and has renewed this distinction every year. During the pandemic, besides offering vaccines to staff, patients and the community, the medical center's quality and safety remained its foundational strengths.



UCLA HEALTH FINALIST

For more than 60 years, UCLA Health hospitals have provided the best in health care and the latest in medical technology to the people of Los Angeles and throughout the world. Its four hospitals on two Southern California campuses include Ronald Reagan UCLA Medical Center; UCLA Santa Monica Medical Center; UCLA Mattel Children's Hospital; and Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA. Each year, UCLA Health sees more than 670,000 unique patients, has more than 73,000 emergency department visits and 36,000 hospital stays. In addition, UCLA's hospitals have been the busiest transplant centers in the nation, performing more than 18,800 procedures since 1988, when shared data collection began. The hospitals' comprehensive preparation also made them leaders in the COVID-19 response, with their clinical labs being among the first in the country to develop in-house testing for COVID-19, significantly reducing the time to get results.



Congratulations to Emanate Health President & CEO Roger Sharma



For being a 2022 Health Care Award nominee
at the *Los Angeles Business Journal*
Health Care Leadership Symposium & Awards

The Emanate Health System



Inter-Community
Hospital



Queen of the Valley
Hospital



Foothill Presbyterian
Hospital



Hospice &
Home Care

The Emanate Health Family of physicians, staff, volunteers, and the Boards of Directors and Trustees congratulate Roger Sharma for his nomination.

Under your guidance, Emanate Health, which has been nominated in the organizational award category, will continue to grow as the largest health care system in the San Gabriel Valley and promote our mission, vision and values to meet the health and wellness needs of the one million people that we serve in the region.

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2022 AWARDS: ORGANIZATIONS

Keck Medicine of USC

TOP COVID-19 RESEARCH ORGANIZATION HONOREE

KECK MEDICINE OF USC COVID RECOVERY CLINIC

The Keck Medicine of USC COVID Recovery Clinic is a multidisciplinary program led by a core team of physicians specializing in primary care, pulmonology and physical therapy who refer patients to Keck Medicine specialists as patients' unique needs require. Specialists include physical and occupational therapists, behavioral health specialists, cardiologists, neurologists, rheumatologists, social workers and more. The core team works together – simultaneously seeing patients in none visit if needed – to create an initial comprehensive workup while partnering with a nurse navigator to implement an integrated, personalized treatment plan. The nurse navigator is each patient's first stop to help coordinate the initial patient visit. This team member contacts the patient prior to the appointment to understand the symptoms and care needs, so the team can design a comprehensive, personalized care plan for the patient, including access to social services and employment resources. From there, a COVID Recovery Clinic primary care physician leads the collaborative, multidisciplinary care team to develop an initial comprehensive workup for each patient. Patients with a positive PCR test result for COVID-19 or persistent symptoms of COVID-19, including depression and anxiety, eight weeks or more after diagnosis, are eligible for the program. To date, this program has treated more than 190 patients, including one whose severe neurological symptoms were treated and managed so well that she was able to return to her full-time journalism career after taking more than a year off to see specialized long COVID-19 care.



KAISER PERMANENTE DEPARTMENT OF RESEARCH & EVALUATION

FINALIST

Since March 2020, scientists, clinicians, and staff from Kaiser Permanente Southern California have been on the leading edge of research on COVID-19. Findings from research on COVID-19 vaccines have had global implications. Kaiser Permanente Southern California first delved into COVID-19 vaccine research in the summer of 2020, when investigators opened a clinical trial for the Pfizer-BioNTech vaccine at the Kaiser Permanente Los Angeles Medical Center. Since then, the Los Angeles Medical Center has been the site for multiple clinical trials, including the Pfizer-BioNTech booster in the summer of 2021 and ongoing pediatric clinical trials for both the Moderna and Pfizer-BioNTech vaccines. After the new mRNA vaccines were granted emergency use authorization in December 2020, Kaiser Permanente researchers began to study their safety and effectiveness. For example, the Vaccine Safety Datalink is a collaboration between CDC's Immunization Safety Office and nine health care organizations, the largest being Kaiser Permanente Southern California.



KECK HOSPITAL OF USC

FINALIST

Keck Hospital of USC performs some 300 liver and kidney transplants each year and provides ongoing care to thousands of post-transplant patients on an outpatient basis. During the peak of the COVID-19 surge in Los Angeles, Keck Medicine of USC physicians realized they needed to research, develop and implement a new protocol to monitor and manage the care of liver and kidney transplant recipients who developed COVID-19, including monoclonal antibody therapy for eligible patients. As a result of these efforts, the number of hospitalizations and deaths for patients managed with the new protocol dropped by 18%. For those who received the drug therapy, the number of hospitalizations were halved, and deaths reduced to zero. In addition, early in the pandemic, Keck Medicine physicians realized that COVID-19 was much more lethal for transplant recipients than the general population and established special protocols to identify and treat such patients.

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[CityofHope.org](https://www.cityofhope.org)

2022 AWARDS: ORGANIZATIONS

Optum

COMMUNITY CLINIC OF THE YEAR HONOREE

OPTUM - HEMET CLINIC

The Optum-Hemet Clinic and Community Center – a full-service clinic, pharmacy and community center – was created to address a clinician shortage in Hemet and make it easier for people to get the health care services they need in one location. The integrated facility provides a full range of primary care services for children and adults, an on-site pharmacy, radiology imaging services, access to an adjacent community center and, new this June, an on-site laboratory. The community center includes a free full-service gym, a multipurpose room for healthy lifestyle classes and community rooms for small group gatherings. There is also a social worker who helps people connect with food banks, transportation and other community support services. In building this facility, Optum’s objective was to make it easier for people to access the health care and social support they need. Optum has brought together multiple health care services under one roof with the goal of improving the health and wellness of the underserved Hemet community. Riverside County has health care access challenges. The Health Resources and Services Administration has designated Hemet as a “Health Professional Shortage Area.” In addition, according to the California Healthcare Foundation, the Inland Empire has fewer primary care and specialty physicians per 100,000 residents than other California regions. Open to the general public, the new community center offers educational and entertaining programs and classes for all ages, including fitness for all ability levels, arts and crafts, and health and wellness topics. The center hosts in-person classes and programs in compliance with state and local COVID-19 guidelines.



LOS ANGELES CANCER NETWORK FINALIST

The mission of Los Angeles Cancer Network is to provide unparalleled care to every patient that comes through its doors. The Network’s physicians are world-class, dedicated and experienced oncologists that come from all different backgrounds. With over 14 languages spoken within the provider team, LACN is truly representing the diversity of the region it serves. The Los Angeles Cancer Network is made up of a team that not only cares for patients, but cares about them. They demonstrate time and time again that they are willing to “jump through hoops” for each patient to make sure they receive needed care and support. The entire staff at LACN knows each patient by his or her name and treats them all like family. It’s a priority to the physicians and staff to educate the patients and their families and ultimately give them a choice and voice in their treatment.



VENICE FAMILY CLINIC FINALIST

2022 marks Venice Family Clinic’s 52nd year providing comprehensive, high-quality primary health care to people in need. From its humble beginnings in 1970 as an all-volunteer operation working after business hours in a borrowed dental office, the clinic has grown to provide more than 166,000 patient visits each year. It provides patients with a variety of services and programs. Since its recent merger with South Bay Family Health Care, Venice Family Clinic has grown to 17 locations in Venice, Santa Monica, Mar Vista, Inglewood, Culver City, Redondo Beach, Carson, Gardena and Hawthorne. The clinic also has two mobile clinics and an expansive street medicine program providing care for people experiencing homelessness. Collectively, these locations and programs serve more than 45,000 patients across LA County. In addition, Venice Family Clinic continues to innovate its programs, add new offerings and increase support for patients.

2022 AWARDS: ORGANIZATIONS



UCLA

David Geffen School of Medicine

EDUCATIONAL OR INSTITUTIONAL PROGRAM OF THE YEAR HONOREE

DAVID GEFFEN SCHOOL OF MEDICINE AT UCLA

The David Geffen School of Medicine at UCLA (DGSOM) is a groundbreaking community of problem solvers, caregivers, innovators and life-long learners with a noble mission: to heal humankind by delivering leading-edge research, education, patient care and community engagement.

The DGSOM believes that a strong organizational culture is critical to its ability to achieve its mission and vital to its well-being and cohesion as a community. In recent years, the DGSOM had adopted an initiative called The Cultural North Star that helps build and maintain an inclusive, mission-driven culture by mapping decisions, actions and interactions to a shared framework.

As part of UCLA Health, a leading academic health system that regularly treats patients with infectious diseases and other complex illnesses, the DGSOM is uniquely positioned to support the fight against COVID-19. A multi-disciplinary team with UCLA Health and the DGSOM is working to prioritize research and discover life-saving treatments.

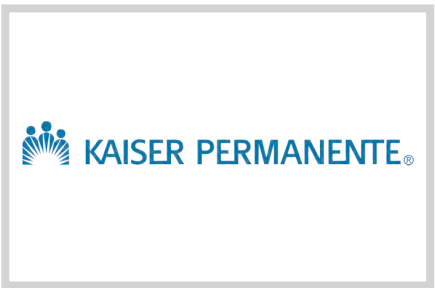
In addition to becoming one of the most applied-to and selective medical schools in the country, its community has uncovered breakthrough discoveries that have changed the practice of medicine, including the development of the computerized tomography scan, the invention of the first tissue-typing test for transplantation, the development of multiple cancer drugs, the invention of the Guglielmi coil for brain aneurysms, and the development of a new genetic therapy to cure “Bubble Baby” disease.

The DGSOM has received \$559 million NIH research funding and currently has 35 National Academy of Medicine Members and 20 National Academy of Sciences Members.



CHILDREN’S HOSPITAL LOS ANGELES
FINALIST

For more than ten years, Children’s Hospital Los Angeles (CHLA) has committed to developing the next generation of health care leaders to develop the future workforce in the healthcare industry – one that is reflective of its patient population and the diversity of the Los Angeles community and inclusive of students with intellectual and developmental disabilities. Since 2013, that effort has been led by the Office of Community Affairs at Children’s Hospital Los Angeles, which has collaborated with local high schools, colleges and universities, workforce investment boards, youth development organizations and citywide initiatives such as the Mayor’s Hire LA’s Youth program. These efforts have provided thousands of young and unemployed individuals in the community an opportunity to participate in internship, mentorship, and work experience programs. Two career development programs have emerged reflecting CHLA’s expanding community commitment – Children’s Hospital Los Angeles Careers in Health and Mentorship Program (CHAMP) and Project Search.



KAISER PERMANENTE
FINALIST

With high demand for COVID-19 testing during the omicron variant surge and amid a shortage of test supplies, Kaiser Permanente in Southern California quickly established a test kit assembly center at its Pasadena regional headquarters. A labor pool of about 20 Kaiser Permanente volunteers manually produced nearly 100,000 test kits in approximately three weeks for hospitals in five counties across Southern California. On one peak production day, 16,000 kits were produced. COVID-19 PCR testing kits require time to produce, but do not require specialized skills. Rather than having medical centers assemble testing kits locally with limited labor resources, the plan centralized production with non-clinical employees from a regional labor pool. In this way, both supply and labor resources were used effectively during the winter surge, saving valuable time and enabling frontline health workers to dedicate themselves to providing high-quality care for members and patients.

2022 AWARDS: ORGANIZATIONS



OUTSTANDING COMMUNITY OUTREACH HONOREE

ANTHEM BLUE CROSS

Top priority for Anthem Blue Cross is serving its members and communities. Anthem’s dedicated employees go the extra mile to make sure individuals and families get the services and supports they need. They build relationships in communities to create programs that make a positive difference in lives. Anthem’s work begins in the community. Across California and Los Angeles, Anthem associates partner with local community organizations to help residents make healthy decisions and access the resources they need.

Anthem has invested time, resources and tools to serve more than nine million Californians who are members of its various health plans, as well as to reach tens of millions more in Los Angeles and other California communities. Anthem combines its team’s knowledge, experience and passion to learn about each community’s unique challenges and priorities, and to create tailored solutions. Its specialized solutions and programs address the needs of all people, including some of California’s most vulnerable residents – such as children; seniors and people living with disabilities; marginalized and underserved families and individuals; youth and young adults who are at risk and experiencing trauma; those who have needs related to mental health and substance abuse disorders; people who are exploited or living unsheltered on the street; and individuals who need long-term services and support.

Anthem has created solutions and made resources accessible to help communities take control of their health and live better lives. Additionally, Anthem has extended these solutions to reach more individuals and families across communities by collaborating with schools, community centers, clinics, faith-based organizations nonprofit organizations and mobile services providers.



CEDARS-SINAI
FINALIST

The COVID-19 pandemic incited a pervasiveness of misinformation about vaccines, medical research and the disease itself. Lack of clear language about COVID-19 vaccines left people confused and hesitant to get vaccinated, particularly those in communities of color. Cedars-Sinai’s Doses of Hope campaign aimed to communicate accurate and understandable vaccine facts based on the latest scientific evidence. The campaign was informed by clinicians and community leaders who are considered significantly trustworthy and credible in minority communities. Forming and strengthening bonds with community partners who served as authentic, relevant messengers to communities of color was crucial to the success and impact of the campaign. While some materials – largely those presenting specific medical content – were created in final form, others could be edited by partners to reflect their own unique voice and audience. All materials and organizations aligned for one common purpose: to encourage vaccination.



HEAL ONE WORLD
FINALIST

Heal One World has made an incredible difference in many lives with free health treatments and wellness classes. Heal One World has a team of over 150 volunteers giving classes and treatments. During the pandemic, they never stopped, pivoting to online classes and hosting over eight classes each day. Heal One World’s partnership with the Venice Family Clinic and Saban Clinics is exposing even more individuals in need to the healing techniques that are evidence based yet non-invasive. They provide yoga teachers for the clinic as well as to numerous health fairs and events throughout Los Angeles. Executive director Skye Kelly also started the Awareness Film Festival which is on its 13th year and has shown over 2000 films that are opening eyes to different issues that our world and community are facing. All proceeds from the event go to the non-profit.

2022 AWARDS: ORGANIZATIONS



TOP SAFETY NET PROVIDER HONOREE

PACIFICA HOSPITAL OF THE VALLEY

Pacifica Hospital of the Valley (PHV) is a 231-bed safety net hospital located in Los Angeles County and serves 13 zip codes including subacute patient referrals from hospitals 400+ miles away. PHV offers complete service lines including: 24/7 emergency, acute care, ICU, locked behavioral health, d/p subacute SNF, outpatient surgery and rehab, in/outpatient ancillary services. The primary patient population at PHV is the underserved with 84% of the patients living in poverty.

Since the start of the COVID-19 pandemic in January 2020, PHV responded immediately by establishing a mitigation plan in preparation for the potential surge of patients and to sustain compliance with environmental, staffing, training, infection control, PPE and specialized equipment. One critical component was the hospital expansion of beds, per the California Department of Public Health. PHV responded to this statewide call to action and increased its bed capacity from seven to 66 to service COVID-19 patients.

Based on the request by EMSA and also being designated as a Regional Surge Site to decompress other California hospitals, PHV is also designated as a vaccine clinic within Los Angeles County. Beyond fully vaccinating 640 internal hospital employees/physicians and contractors, PHV fully vaccinated over 1,500 members in the community. The vaccine outreach extended to community businesses, skilled nursing/assisted living facilities, congregate living centers and other frontline healthcare workers. PHV also offers a mobile vaccine service which enabled our ability to partner with the County of Public Health to support their outreach efforts to vaccinate the homebound, homeless and school-based population.



ADVENTIST HEALTH WHITE MEMORIAL FINALIST

Adventist Health White Memorial put together a community outreach effort to encourage the community to get vaccinated and stay protected against COVID-19. As COVID began to spread, Adventist Health White Memorial's community outreach efforts went beyond social media messaging and digital ads. There was a commitment to partner-up with stakeholders including city officials, schools, community centers and faith-based organizations to provide vaccination clinics and education in Boyle Heights and beyond. With regard to education, White Memorial partnered up with "promotores" to go door-to-door proving door hangers, flyers and speaking to members of the community to answers questions about COVID-19 and vaccines. The hospital also rolled out Project IntelliCare, implementing the Malcolm Baldrige business framework, HIPAA compliance and Joint Commission preparation.



PACIFIC CLINICS FINALIST

Pacific Clinics is a nonprofit provider of behavioral health services and support. It provides innovative, trauma-informed, and culturally sensitive services to meet diverse and unique needs, with dedicated employees who offer services in 22 languages. In addition, the organization provides a full range of mental health and substance use disorder services, social services, meals, housing, employment support, continuing adult education and early childhood education programs. Pacific Clinics' work remains more vital than ever in the COVID-19 era when mental health needs have grown and services can be more challenging to access. Pacific Clinics is committed to offering hope and healing at over 50 local sites, including its Hollygrove campus, at homes and schools, through telehealth and in the community.

2022 AWARDS: ORGANIZATIONS



BEST HOMECARE PROGRAM HONOREE

PIH HEALTH HOME HEALTH

PIH Health Home Health is one of the many post-acute care services offered by PIH Health – a nonprofit, regional healthcare network that serves more than 3.7 million residents in the Los Angeles County, Orange County and Gabriel Valley region, and provides in-home healthcare for over 7,000 patients annually. With the acquisition of PIH Health Good Samaritan Hospital in 2019, PIH Health Home Health has experienced significant growth, extending its offerings to the Downtown Los Angeles community and further expanding into San Bernardino County – with plans to begin servicing patients in Chino, Chino Hills and Ontario this summer.

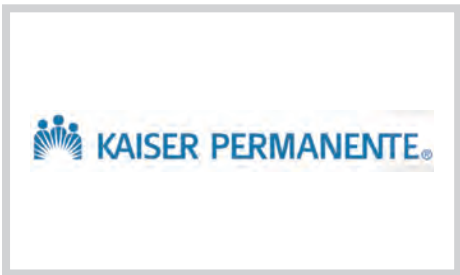
PIH Health Home Health offers a full spectrum of home health services, including skilled nursing care and in-home rehabilitation, social services, and palliative care. The program specializes in clinical services to assist with rehabilitation after an illness, injury, hospital stay or surgery, or to help manage a chronic medical condition. With an emphasis on continuity of care in the home, exceptional care coordination and case management, PIH Health Home Health professionals help to navigate patients and their families through the healthcare process, with a goal of providing the most comprehensive and advanced care to improve their functionality, medical conditions, and quality of life. Home visits are provided by PIH Health registered nurses, therapists, social workers and aides until a patient’s customized plan of care is complete.

Keeping up with the latest advances in information technology, PIH Health Home Health offers Remote Patient Monitoring (RPM) to collect and analyze patients’ physiological data directly from their homes.



24 HOUR HOME CARE
FINALIST

24 Hour Home Care has always embraced change as an opportunity, even in times of uncertainty. Providing reputable in-home care for over 13 years, the organization serves some of the most vulnerable populations: seniors and individuals with disabilities. The COVID-19 pandemic continues to present challenges to its team that require agility and creativity to overcome. One of the most significant challenges 24 Hour Home Care is solving is addressing the industry’s caregiver shortage. Through the launch of a caregiver-centric pricing model, 24 Hour Home Care has led the way for providing fair compensation by paying above-market pay rates, offering comprehensive benefits, signature specialty trainings, and professional growth opportunities. In return, it remains the employer of choice for its caregivers and by supporting them, is providing better care for its clients. Through innovation, strategy, and resiliency, it is leading the way for what quality care means.



KAISER PERMANENTE
FINALIST

Kaiser Permanente in Southern California’s COVID-19 Home Monitoring Program is a two-year Kaiser Permanente telehealth program that has allowed nearly 22,000 Southern California COVID-19 patients to recover at home. The program, formally known as COVID Home Monitoring (CHM), elevated the potential of home-based clinical care and allowed for after-hours alert management and escalations to physicians. Patients in the CHM program were provided with a special care kit and had access to a care team 24/7. Each care kit included a thermometer, pulse oximeter, and a phone-based or computer-based application that enabled doctors to monitor patients’ daily vital signs and health conditions and, if necessary, intervene immediately. Launched in April 2020, shortly after the start of the pandemic, this innovative Kaiser Permanente program helped reduce strains on hospital capacity due to COVID-19 surges and permitted affected patients with manageable symptoms to heal in the comfort of their own homes.

2022 AWARDS: ORGANIZATIONS



TOP TELEHEALTH PROGRAM HONOREE

STEADYMD

SteadyMD is a B2B telehealth infrastructure provider that powers high-quality telehealth patient experiences for leaders and innovators in healthcare in all 50 states. It has uniquely and rapidly advanced the telehealth industry by making it possible for healthcare organizations to launch or scale a robust telehealth offering quickly and compliantly without having to do the heavy lifting themselves. Its customers include traditional healthcare providers looking to offer or expand their telehealth services, labs and diagnostics companies, pharmacies, medical device manufacturers, and direct-to-consumer healthcare companies, healthcare systems, and large employers providing telehealth benefits for employees.

SteadyMD's end-to-end telemedicine infrastructure solution takes the complexities out of telehealth for its customers and provides not only the infrastructure but the oversight necessary to bring quality online care to the masses. With years of experience offering fully digital, direct-to-consumer online care for their own patients, SteadyMD now helps other healthcare leaders and innovators launch their own telehealth offerings by powering telehealth infrastructure for companies in all 50 states, and currently supports more than 200,000 patient visits per month.

Core solutions include a board-certified, tech-enabled clinician workforce licensed in all 50 states, clinical operations, legal and regulatory guidance, and world-class product and technology. SteadyMD's carefully curated community of thousands of board-certified clinicians are passionate about improving access to high-quality care by utilizing state-of-the-art delivery modalities and serving patients across the entire care spectrum.

SteadyMD also helps mitigate the growing clinician burnout crisis by creating the best work environment and systems for clinicians to thrive in without losing the personal touch.



EXECUTIVE MENTAL HEALTH FINALIST

In early March 2020, and because of COVID-19, thousands of skilled nursing facilities across the nation closed their doors to outside medical staff, including visits from the team of specialists Executive Mental Health (EMH), a geropsychology and neuropsychology practice based in Los Angeles. EMH quickly transitioned to a TeleHealth care model. This adaptation ensured that EMH clinicians would continue to serve those medically and mentally ill individuals who were most likely to be affected by the shelter-in-place policies. Notably, as of March, 2020, EMH was providing no remote care, had not purchased any equipment to offer this service, and had not conceptualized the logistics of TeleHealth; yet, in just three weeks, the team had set up the system protocol and launched it to over 100 partner facilities. Today EMH offers this free service to all its facilities and has completed close to 40,000 telehealth sessions.



MODIHEALTH FINALIST

ModiHealth offers the first global integrative telemedicine solution for those looking to optimize whole body wellness and wellbeing. ModiHealth seeks to create a healthier world, helping users transform their health and wellbeing by using technology to make whole person health easily accessible, understandable, and actionable to all. By aggregating lifestyle, wellness, mental health, and medical care under one virtual roof, ModiHealth's vision aims to change the dynamic of how people receive the care and resources they need to get and stay healthy. ModiHealth's technology platform is an integrative whole person care approach that may well change how doctors and practitioners practice medicine and wellness care. With the combination of resources, virtual care, and the use of machine learning AI for health data tracking and analytics that are accessible, sharable, and most importantly, actionable, users can get and stay healthy.

2022 AWARDS: ORGANIZATIONS

 Providence

 UCLA Health



OUTSTANDING COLLABORATION HONOREES

STAND UP TO CANCER’S “DREAM TEAM”

In October 2021, Los Angeles-based nonprofit cancer research organization Stand Up To Cancer (SU2C) brought together local comprehensive health organization Providence St. John’s/Santa Monica, UCLA Health, and community organizations in South and East Los Angeles to proactively address ongoing disparities in screening and treatment of colorectal cancers.

This project, part of a Stand Up To Cancer “Dream Team,” has been established at a critical time for colorectal cancer prevention where delayed cancer screenings and health disparities have been exacerbated by the pandemic.

The LA project is extremely ambitious, meeting community and patient needs with innovation, collaboration and new strategies. The goal is to have 80% of eligible persons participate in colorectal screening, and treatment when indicated, in each community. For colorectal cancer, where early detection provides enormous patient benefits and can lead to relatively simple treatments that eliminate the cancer, the need for this work has never been greater. This is especially true for Black and Hispanic Americans, who are statistically diagnosed at a later stage in the disease when it is far more challenging to successfully treat.

The Dream Team received a total of \$8 million – \$6 million from molecular diagnostic company Exact Sciences and \$2 million from Providence Health – for this innovative and comprehensive approach that brings together leading researchers, patient advocates, community leaders, and clinicians to accomplish colorectal cancer screening goals. The team has successfully established and implemented comprehensive at-home stool-based colorectal cancer screening programs at community health centers to increase screening rates to 80% within the SU2C Zones.



Working together to make the impossible possible

These past years have challenged our health care systems and people like never before. Together we have met the challenges – truly making the impossible possible by coming together as a community. Our work is still not done and we will work tirelessly to help protect the people of Southern California.

2022 AWARDS: ORGANIZATIONS



**BIONESS / BIOVENTUS and
AMERICAN MEDICAL REHABILITATION PROVIDERS ASSOCIATION**
FINALISTS

Bioness, a Bioventus Rehab Company, prides itself on always putting patients and the healthcare community first, partnering with organizations who have the same goals and objectives in mind to reach more patients and healthcare providers to overall educate, advocate and provide access to advanced technologies to patients is what the team thrives on. These goals led to Bioness/Bioventus’ collaboration with the American Medical Rehabilitation Providers Association (AMRPA). This collaboration has led to the accomplishment of many educational and outreach programs and more recently scholarship programs to advance medical professionals through the AMRPA Medical Rehabilitation Management Certification in which Bioventus helps provide an additional donation for the applicants. This program supports new leaders and promotes consistency and professionalism within the rehabilitation industry. This is a great example of organizations coming together through strong collaboration, aligned goals and a vision to educate and advocate on matters that can improve the community.



**KECK MEDICINE OF USC and
THE TRANSLATIN@ COALITION**
FINALISTS

The transgender population has historically been underserved by hospitals and health systems, and it remains difficult for transgender, non-binary, and gender-diverse patients to find comprehensive and affirming health care services. 70% of transgender people report experiencing health care discrimination, including refusal of care. To deliver expert, compassionate care for all, Keck Medicine of USC entered into a strategic collaboration with the TransLatin@ Coalition, the largest trans-led nonprofit organization in Los Angeles that advocates for the needs of transgender, gender non-conforming and intersex immigrants across the country. The collaboration will streamline the development of health care services that address the varied needs of the transgender, non-binary and gender-diverse community through a social, economic and racial justice lens. It also further establishes a strong community foundation with the LGBTQ+ community as Keck Medicine develops specialized services for patients to access comprehensive, affirming primary care, and chronic disease management and gender-affirming surgical care.

Thompson Coburn CONGRATULATES
our friend and client Elspeth Paul of
Cedars-Sinai on her recognition among
the 2022 Los Angeles Healthcare
Awards Nominees!



2022 AWARDS: ORGANIZATIONS

Keck Medicine of USC

BEST NEW PRODUCT OR SERVICE HONOREE

KECK MEDICINE OF USC

More than 110,000 people in the United States are on the waitlist for lifesaving organ transplants. However, there is a national shortage of available viable kidneys and livers for people on the transplant waitlist, highlighting the need for more living donors. Living donor transplants, where donors either donate one of their two kidneys or part of a liver to a patient, allow patients to receive an organ sooner, improving their chance of survival. Yet nationally, living donor transplants make up only approximately 30% of kidney transplants and 5% of liver transplants.

Each year Keck Hospital of USC assesses some 250 potential living kidney donors and 150 potential living liver donors, typically family or loved ones of the person needing the transplant. Approximately 30% of these donors are rejected due to obesity-related conditions. To improve the health of would-be donors, in the fall of 2021, the USC Transplant Institute of Keck Medicine of USC launched a unique living donor wellness pilot.

The Living Donor Wellness Program provides the needed support for these donors to not only become healthy for surgery, but for the rest of their lives. Without interventions, some of these would-be donors themselves will need a liver or kidney transplant themselves one day.

The program also aims to reduce health disparities in the local community. Keck Medicine serves a large Latinx population, and many of those wishing to become a living donor are Latinx. These efforts are even more crucial because the Latinx community has disproportionately higher rates of obesity and diabetes than other population groups.

Thank you!

Stand Up To Cancer is honored to be recognized alongside UCLA Health, Providence Saint John’s Health Center, and Saint John’s Cancer Institute for Outstanding Collaboration

Special thanks to Black Women for Wellness, Corazon y Character, and TRAP Medicine. Together, we will make every person diagnosed with colorectal cancer a long-term survivor.

#StandUpToCancer
#SU2CColorectalCancerHealthEquityDreamTeam



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2022 AWARDS: ORGANIZATIONS



GOODRX
FINALIST

The American healthcare system is complicated, confusing, and hard to navigate. The first place consumers often go for information is online, which is flooded with different sources of information. GoodRx recognized the need for a new and improved way of delivering health information online and launched GoodRx Health in September 2021. GoodRx Health is an online resource that takes a different approach to answering vital health questions. With a dedicated editorial team of over 50 people, including leading doctors, pharmacists, and healthcare experts, GoodRx Health takes the “literature review” concept to the general public by poring over existing research and capturing the latest state of clinical and scientific knowledge in clear, succinct language. GoodRx Health’s team of media veterans knew from decades in the industry there was a better way to present healthcare content. GoodRx Health focuses on creating the best answer and resource for any given query.



SANITAS HEALTH
FINALIST

Sanitas’ Natural Language Processing and machine learning algorithms evaluate free text to help predict patients who may be at risk of self-harm or psychological distress, enabling care teams or other caretakers to intervene faster. For example, health providers can evaluate patients’ mental health based on what they post on social media sites or to online blogs and message boards. Given the widespread adoption of social media and mobile devices, health care providers have a wealth of new data to work with. Feeding patient-generated text into NLP and machine learning algorithms, caregivers can create predictive models that signal when a patient is experiencing deep depression, undergoing an anxiety attack or other issues. Sanitas works at the intersection of the safety net. It is currently crafting long term pilots with LAC-USC (County Hospital) to address the mental health needs of Los Angeles’ most vulnerable Medicaid populations.

LOS ANGELES BUSINESS JOURNAL

HEALTH CARE SPOTLIGHT

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LOS ANGELES BUSINESS JOURNAL

HEALTH CARE

2022 LEADERSHIP SYMPOSIUM & AWARDS

California's Most Vulnerable Deserve Better

Medi-Cal reimbursement rates threaten the health of low-income residents

By JOHN BAACKES

More than 13 million Californians receive their health coverage through Medi-Cal – that's one third of the state's population benefitting from the state's Medicaid program. This essential program serves low-income individuals and families, the majority of whom are people of color. Unfortunately, the Medi-Cal program lacks adequate funding to ensure these enrollees are benefitting to the fullest. Low reimbursement rates make it difficult to find providers willing to serve this population.

Historically, California is near the bottom when it comes to Medicaid reimbursement rates across the country. Research shows the low rates limit access to quality care and contribute to poor health outcomes for Medicaid beneficiaries.

HOW LOW ARE MEDI-CAL REIMBURSEMENT RATES?

In a recent opinion article, Elaine Batchlor, MD, MPH, the CEO of MLK Community Healthcare and MLK Community Hospital explained just how bad Medi-Cal reimbursement rates are. She said MLK Community Hospital receives about \$2,000 from a commercial insurance plan for an emergency room visit. Medicare pays \$650 for the same visit and Medi-Cal only pays \$150 for that visit. If the majority of the hospital's patients had commercial insurance, it might not be a problem. But the majority of people served by that hospital depend on Medi-Cal.

Civil rights advocates and attorneys argue that low Medi-Cal reimbursement rates are discriminatory and should be considered a racial justice issue. During the COVID-19 pandemic, we saw the result of inadequate investment in Medi-Cal. Low-income people of color, many of whom were Medi-Cal beneficiaries, suffered a disproportionate impact from the disease, with more cases and more deaths. While underlying conditions played a role in many of the severe cases, those conditions are just one more result of poor access to care. There simply aren't enough providers willing to accept the low reimbursement rates, so care is delayed.



The current reimbursement rates put a tremendous amount of pressure on providers, making the entire Medicaid system unsustainable. The American Hospital Association reports that hospitals received payment of only 88 cents for every dollar spent on Medicaid patients in 2020. That underpayment totaled nearly \$25 billion.

SO WHAT CAN BE DONE ABOUT THIS PROBLEM?

The simple answer is raise reimbursement rates. Medicaid providers across the country should be paid at least what Medicare providers receive. Equal pay is an important step toward health equity, the fair and just opportunity for an individual to be as healthy as possible. Increased reimbursement rates would allow more providers to work in the clinics and practices that serve Medicaid beneficiaries.

But, simple doesn't equal easy. Since Medicaid is funded by both federal and state dollars, there will have to be some government negotiation to determine where the additional funding comes from. In the meantime, as the CEO of the largest publicly operated plan in the country, serving more than 2.5 million Medi-Cal beneficiaries, I am advocating for increased reimburse-

ment, but I couldn't wait for lawmakers to act.

WHAT IS L.A. CARE HEALTH PLAN DOING?

In 2018, L.A. Care launched "Elevating the Safety Net," a \$155 million initiative designed to recruit, train and retain highly-qualified primary care physicians in the Los Angeles County safety net. The safety net are those clinics and practices that provide care regardless of an individual's ability to pay – the same providers who care for Medi-Cal beneficiaries. The initiative offers grants to clinics and practices to attract new physicians through salary subsidies, sign-on bonuses, or relocation costs. It also offers medical school loan repayment of up to \$180,000 for new physicians who commit to working in the county safety net for three years. And it provides eight full-ride medical school scholarships each year to students who have expressed an interest in working in underserved communities. Each year, four of the scholars attend the David Geffen School of Medicine at UCLA and four attend the Charles R. Drew University of Medicine and Science.

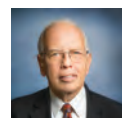
Since its launch, the initiative has resulted in 139 new physicians working in the L.A. County safety net, 144 new physicians have been approved for loan repayment grants, and 40 students have received scholarships. The total commitment to date is near \$100 million. While we are proud of what Elevating the Safety Net has accomplished so far, it is just a drop in the bucket compared to what is needed.

Low Medicaid reimbursement rates are creating a crisis in care. People are going without care, and it should not happen in the wealthiest nation in the world and in a state with

Civil rights advocates and attorneys argue that low Medi-Cal reimbursement rates are discriminatory and should be considered a racial justice issue.

the largest economy in the country. There is a lot of talk about health equity in the wake of the COVID-19 pandemic, but to achieve that laudable goal, there must be greater investment in the Medicaid system.

We can be proud that California leads the way nationally in introducing new policies that expand access to Medi-Cal for tens of thousands of individuals who historically were excluded. But we must now ask for the same consideration for Medi-Cal providers. Pay equity is a first step in advancing health equity, which means that everyone has a fair and just opportunity to be as healthy as possible. Until Medi-Cal providers are valued through equitable reimbursement, patients will continue to be challenged to find the care they need, when they need it.



John Baackes is the CEO of L.A. Care Health Plan. Learn more at lacare.org.



Providence continues its legacy, living a mission of outreach to those in need



Anthony Ortiz-Luis remembers being the kid with the free school lunch, the student facing daunting college loans. Seeking better opportunities for their four sons, his parents decided to leave the Philippines and move the family to America, a challenge for their youngest son, but a promise of success.

There were struggles, but Ortiz-Luis built upon his experiences and now leads Providence Community Health Investment in the San Fernando Valley.

"I understand those folks who need that hand up," said Ortiz-Luis, who has worked in the nonprofit sector for more than 20 years. "I want my two sons to understand you're born here and have these roots, but it's important to understand the struggles my parents went through and what I went through growing up."

It's this kind of insight that drives Providence outreach beyond the walls of its six Los Angeles Area hospitals and scores of clinics to improve the health of its communities. Providence firmly believes health is a human right.

From providing children's vaccinations to advocating for those who are experiencing homelessness, Providence lives an enduring mission of outreach to the poor and vulnerable, one that engagement surveys show resonates among its more than 38,000 Southern California employees.

In 2021, Providence provided \$287 million in funding and care to meet the varied needs of underserved communities in Los Angeles County. That sum includes community health outreach, health education, free and discounted care and coverage of unpaid costs of MediCal.

Most often working with like-minded safety net organizations, Providence helps tackle some of the region's toughest challenges – housing for those who are experiencing homelessness, nutritious food and economic support for those in need and physical and mental health care for the most vulnerable.

"Our work in the community is our best kept secret but we believe it's significant and provides a model for partnerships, shared strategy and commitment to meaningful solutions to lift those most in need," said Kevin Manemann, chief executive, Providence South.

Renton, Wash.-based Providence, a not-for-profit health organization with 52 hospitals in seven states, released its 2021 Annual Report to Our Communities in May, detailing \$1.9 billion in community investment. Under state and federal laws, this investment comes from net income, after expenses, and aligns with the mission.

Assessing community needs

In L.A. County, a three-year needs assessment is underway to determine unmet needs. Based on findings in the last assessment, Providence prioritized homelessness, food insecurity and economic insecurity, said Jim Tehan, senior director of community health investment, who leads a team of 105 employees.

Plans are underway in the South Bay, the Valley and the Westside to provide grant funding to agencies that operate temporary housing for those with no place to call home, Tehan said. In addition, Providence employs navigators who work in its emergency departments to link unhoused patients with resources including health clinics, shelter and mental health care. In the South Bay, Providence is part of a network of health providers that partner with advocates to support patients who are unhoused and frequently use ERs for basic health needs, said Justin Joe, director of community investment for the South Bay and Westside.

Food insecurity

To encourage healthful eating in under-served communities, Providence also sponsors Wilmington's only farmers market at its Wellness and Activity Center and supports the Valley's North Valley Caring Services' drive-thru food distribution program, ensuring affordable quality food.

"We started hosting a farmers market in 2018," Joe said. "Prior to that, there wasn't one in Wilmington. And when COVID hit, we had grant funds to provide food distribution. We bought from the farmers and delivered to families in need."

The community investment team also help clients apply for CalFresh and provides matching dollars for the farmers market and for a program called FEAST— food, education, access and support, together.

In under-served Pacoima in northern L.A. and Wilmington near the city's southern tip, Providence offers a 12-week nutritional cooking class. Each week, participants learn a recipe and receive a \$10 gift card for use at grocery stores or farmers markets to purchase food to replicate it at home.

Economic insecurity

In 2019, Providence and Charles Drew University of Medicine and Science created an innovative partnership to train community health workers. The goal was three-fold: educate people from underserved communities as CHWs, provide them with paid internships and subsequent jobs and have them foster trust in the community to provide low-cost health care and referrals.

The Community Health Worker Academy was tailor-made for Jessica Verdugo.

"I always wanted a career in health care in my own community," said Verdugo, who grew up in Compton and now is a CHW at a women's clinic in nearby Carson.

She's gratified, she said, to be able to help residents navigate the complex health care system and even more fulfilled when she links her patients to care. Like Verdugo, many CHWs return to their own communities, many of them subject to health disparities, and serve as trusted health care partners. The program has a success rate exceeding 70 percent.

"The strategy is to get people employed in hospitals, doctors' offices and clinics, who've never had the experience," Tehan said. "We have folks to support them in their internships phase, and then we want them to be employed by that entity."

Planning is underway with a potential new donor to address ways to support unemployed 18- to 24-year-olds who are not in school to train for careers in health care, Tehan said. This program would ensure they understand the education and training involved for CHWs and other roles.

CHWs learn quickly they are part of a tradition that reaches back to the 19th Century and beyond when a group of Catholic Sisters traveled to the West Coast to build hospitals, orphanages, schools and housing for the most vulnerable.

"This commitment to our communities defines both the Providence mission of outreach and our promise to all: *know me, care for me, ease my way*," Manemann said. "We are grateful to our caregivers and to the many organizations that partner with us so together we can have a much greater impact."

[Providence.org/CHI](https://providence.org/CHI)

LOS ANGELES BUSINESS JOURNAL

HEALTH CARE

2022 LEADERSHIP SYMPOSIUM & AWARDS

Preparing Graduates for a New Era of Health Education



A new era of healthcare requires new ways of looking at and teaching health. The University of La Verne is rising to meet the challenge.

The university is proud to announce the opening of its College of Health and Community Well-Being—the university's fifth college—which will be a hub for high-quality education, research, and innovation in health and the social determinants of health. It will also provide a pipeline of qualified graduates to support the Southern California region's growing need for healthcare professionals.

The college, which officially opened on July 1, 2022, offers 10 undergraduate and graduate degree programs in nursing, health administration, physician assistant practice, child life, psychology, marriage and family therapy, clinical psychology, kinesiology, and athletic training. Additional programs will be added beginning in fall 2023.

"Southern California is facing a critical shortage of essential healthcare workers," University of La Verne president Deborah Lieberman said. "The College of Health and Community Well-Being will prepare the next generation of nurses, psychologists, physician assistants, health administrators, and others working in a variety of fields to help meet these needs and improve the quality of life for our

'Southern California is facing a critical shortage of essential healthcare workers. The College of Health and Community Well-Being will prepare the next generation of nurses, psychologists, physician assistants, health administrators, and others working in a variety of fields to help meet these needs and improve the quality of life for our communities.'

—DEVORAH LIEBERMAN

communities."

The college holds a holistic vision for health that goes beyond today's traditional model and is informed by data and the impact social determinants, health inequities, and cultural agility have on community and individual health.

Through deep partnerships with community health providers, nonprofits and others, it will provide students with meaningful clinical, internship, research, and other hands-on experiences critical to a quality education and student licensure requirements.

"This college will help students find not only a career path, but a sense of belonging and

purpose as well," Lieberman said.

Though the college is new, the University of La Verne has a long history of excellence in health education. Health-related degrees have been an important part of the university's offerings for 50 years. Today, one in six current undergraduate and graduate students at the university is enrolled in a health-related degree.

Additionally, as a federally-designated Hispanic-Serving Institution, the university understands not only the changing dynamics of health care, but the need for increasingly diverse graduates who mirror the population of the greater Southern California region.

The vision for the college was developed over the past 10 years, led by Lieberman, with guidance from college faculty, trustees, donors, alumni, and an advisory council of health care sector leaders from across Southern California.

That community support includes a \$2.3 million gift from alumna Frances Ware '64 and her late husband, John A. "Andy" Ware to establish the college's programs in nursing, and a gift of more than \$720,000 from Adventist Health White Memorial, Los Angeles, to support a scholarship fund for students in the Bachelor of Science in Nursing: RN to BSN program.

The bachelor's and master's degree programs in health administration are among several programs within the college that are now accepting applications for the spring.

The 10 academic programs within the college are currently offered across the university's central campus in La Verne, online, and at several regional campus locations. Plans are underway to build a new home for the college in Ontario, California, near to the university's College of Law and a new civic center complex, contributing a revitalized education and innovation corridor of the city's downtown area.

To learn more about the College of Health and Community Well-Being, visit health.laverne.edu.

LOS ANGELES BUSINESS JOURNAL

HEALTH CARE

2022 LEADERSHIP SYMPOSIUM & AWARDS

A History of Innovation and Leading the Way in Organ Donation

Organ donation provides a second chance at life for thousands of Americans each year. Here locally, the not-for-profit OneLegacy works in partnership with more than 200 hospitals, local transplant centers and coroners' offices to act as the bridge to life for nearly 20 million Southern Californians, including those waiting for a lifesaving organ, eye or tissue transplant.

By investing in innovation, building a unique healthcare professional team and forming a strong connection to the communities they serve, OneLegacy has tripled lifesaving and healing donation across Southern California, including a record transplant of 1,688 organs from 591 donors in 2021. Among the many OneLegacy innovations that are positively impacting the industry include the creation of:

- The world's first electronic **Donor Record** that leverages the reach of the web, advancing beyond the fax machine and phone. This enabled OneLegacy clinicians to offer an organ to dozens of waiting recipients at once, rather than have to make one call at a time, only to find too often that a recipient was unable to accept it, sometimes resulting in organs "timing out" before they could be successfully transplanted.

- The world's first **real-time testing for HIV and Hepatitis C**, giving transplant surgeons confidence that each organ is safe to transplant, thus enabling more and safer transplants.

- The world's largest and most visible education drive by originating and serving as lead sponsor for the **Donate Life Rose Parade Float** on New Year's Day, garnering 1.5 billion media impressions each year.

- **Donate Life Hollywood** that help share with Hollywood real life dramatic, accurate, and inspiring stories that share the power of donation and transplantation in order to counter the fictitious story lines that too often cluttered media with myths that frighten people from becoming registered donors.

These innovations are just a piece of the OneLegacy story because at the end of the day, organ donation occurs at a highly personal, emotional, and oftentimes overwhelming time in a family's life. It is at those moments that OneLegacy's team of healthcare professionals



This fall, OneLegacy will open in Azusa its new headquarters and its second Transplant Donation Center, the largest free-standing donation center in the world. This center will house the most sophisticated diagnostic laboratory, imaging and surgical facilities needed to maximize the number of organs and tissues that can be recovered and will feature the nation's first helipad designed exclusively to ensure their timely transit needed to save the lives of desperately waiting recipients.

help families find hope at their darkest hours... hope that comes from discovering the power of leaving a legacy that celebrates and keeps alive the memory of their loved one. To connect with families, OneLegacy was a very early adopter of the intentional strategy of recruiting staff from and reflective of the communities and cultures they serve, so that families are comfortable and more easily trust in the OneLegacy staff serving them and their donation. Today OneLegacy is the most diverse donation agency in the nation, mirroring Southern California's population that is nearly 70% persons of color and 50% first and second generation immigrants.

The success OneLegacy has seen in increasing the number of donors and recipients is also the direct result of its remarkable team of healthcare professionals who understood the value of rewriting the organ donation playbook. This started with recruiting long term hospital leaders to develop and ensure a partnership with local hospitals that care for families and patients whose injuries are too severe to survive, but who can save another patient and family from such a loss.

OneLegacy's leadership team also benefited from the strategic decision to become The Donation Agency, not just for organ donation but also sight-saving cornea and healing tissue as well. This decision was crucial as the "art of medicine" – guided by transplant physician judgement as to what organ was best for their patients – merged with the science of tissue donation and transplant that is closely regulated and overseen by the FDA whose policies and process management is designed with zero tolerance for disease transmission. The result is that in 2021, the OneLegacy Eye Bank enabled 1,037 vision-restoring corneal transplants, which represented a 4% increase from 2020. Additionally, in 2021 more than 155,000 lives were healed through tissue donation and transplantation.

OneLegacy has also developed a "physician-guided" case management system which brings into company leadership physicians with specialties in general surgery, intensive care, palliative care and transplantation. This team – drawn from local communities of many cultures – is invaluable as the field of transplan-

tation becomes even more complex with the emergence of new technologies that are excepted to allow the transplantation of organs that would heretofore have been deemed too risky to transplant.

This fall, OneLegacy will open in Azusa its new headquarters and its second Transplant Donation Center, the largest free-standing donation center in the world. This center will bring together the most sophisticated diagnostic laboratory, imaging and surgical facilities needed by transplant surgeons to maximize the number of organs and tissues that can be recovered, enabling the saving of more lives. The OneLegacy Azusa Recovery Center will feature the nation's first helipad designed exclusively to facilitate emergency transport of surgeons and organs to ensure their timely transit needed to save the lives of desperately waiting recipients. The center will also house OneLegacy 24-7 Call Center and Organ Offer and Allocation team who make sure that organs rapidly get to their intended recipients.

Learn more at onelegacy.org.



OneLegacy works in partnership with more than 200 Southern California hospitals to act as the bridge to life for those in need of a lifesaving or life-altering organ, eye or tissue transplant.



The Donate Life Rose Parade Float each New Year's Day is the world's largest and most visible education campaign to inspire organ, eye and tissue donation.



Better Outcomes through Value-Based Care

“Value-based care provides higher quality, more effective, and less expensive care as it focuses on the whole person and prevention,” stated Dr. Amar A. Desai, president and CEO of Optum Pacific West. “It’s how we are redefining health care in America.”

For over a decade, Optum has been focused on helping people live healthier lives and helping the health system work better for everyone. Today, Optum’s California market has grown to be the largest multi-payer, value-based health care system in the United States, serving more than two million patients and growing.

Unlike traditional fee-for-service models that incentivize volume of care, value-based care relies on positive health outcomes and healthy communities as the driver of affordability. Optum succeeds when its patients do. With a clinical agenda based on broad access to high-quality primary care, a deep focus on prevention, and the intensive management of chronic conditions, Optum’s value-based care model is producing better outcomes.

PRIMARY CARE AND PREVENTION

Primary care is at the very heart of Optum’s model and is essential to producing better outcomes. The benefits of having a primary care provider have been well researched including one recent study published in JAMA Internal Medicine, which found that Americans with primary care reported significantly better health care access and experience, were more likely to fill prescriptions and to have had a routine preventive visit in the past year, and were significantly more likely to receive more high value care.

Due to the importance of having a primary care doctor, Optum has focused on ensuring access to primary care for everyone, regardless of insurance type. Today, Optum primary care is accessible in every community across Southern California, including historically underserved areas such as South Los Angeles and the rural Inland Empire and even in places without an Optum clinician through the development of its unique multi-payer IPA model.

As a result of the broad access to primary care and a focus on prevention, Optum boasts 28% better clinical performance for California Medicare Advantage patients vs. Medicare fee-for-service across key breast cancer, colorectal cancer, and diabetes metrics as well as a 37% better medication adherence rate for Type 2 diabetes, 88% better medication adherence rate for COPD, and a 25% lower rate of hospitalization compared to Medicare fee-for-service averages.

CARE COORDINATION OF CHRONIC CONDITIONS

With more than half of the U.S. adult population having a chronic medical condition and nearly 30% with multiple chronic conditions, it’s clear that new approaches are needed. Optum has developed an intensive, coordinated system of care for chronic conditions that is working to decrease preventable hospitalizations by 16% year-over-year.

Prevention also plays a critical role in chronic disease management. For example, patients who attend just one of Optum’s Living with Diabetes classes have, on average, a one-point drop in their A1C levels. Health education in other areas such as renal care, weight management and COPD are having similar success – contributing to a 4.5-star quality rating



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many years running.

Optum is achieving better clinical outcomes for high-risk patients and those with chronic conditions by focusing on education, treating the whole person by coordinating care between behavioral, social, and medical care teams and comprehensive medication reviews, identify, then resolve any medication-related issues, which has led to a 14% reduction in patient readmissions.

The success of these programs and overall coordination of care for chronic disease manage-

cides with better health outcomes. For example, when the location of care is considered, outcomes are improved while costs are lowered. One such example is Optum’s use of ambulatory surgery centers for 80% of eligible procedures compared to the national average of 50%. Not only does this provide greater convenience for patients than a hospital setting, but often increases the quality and lowers costs. Likewise, Optum’s large network of urgent care centers allows for the successful treatment and observation of non-life-threatening conditions outside of the ER, increasing access beyond normal clinic hours and avoiding the need to utilize overcrowded and higher-cost sites of care.

Optum’s innovative hospitalist triage system has led to more effective, personalized, and affordable care for approximately 3,000 patients a year through programs that provide coordinated care in an optimal setting, whether in a hospital, inpatient environment or at home.

By moving the focus of health care outside of the hospital setting and into primary care, Optum provides care how, when and where patients want it, further increasing access with options such as home visits, video visits and virtual same day clinics.

By focusing on helping people live healthier lives and helping the health system work better for everyone, Optum is redefining healthcare – not just imagining a world where health care works better for everyone — but creating it.

‘Value-based care provides higher quality, more effective, and less expensive care as it focuses on the whole person and prevention. It’s how we are redefining health care in America.’

-DR. AMAR A. DESAI

by creating data-based wraparound services to assist physicians. For example, Optum’s Care Plus Acute program uses a validated algorithm to identify patients at the highest risk of hospital admission so customized care plans can be developed by a team that includes a primary care physician, pharmacist, specialists, behavioral health professional and others. As a result, Optum’s acute readmission rates for seniors ranges from 11-16% compared to the national average for Medicare, which is above 20%. Similarly, Optum’s Clinical Pharmacist program outreaches to high-risk patients to conduct

ment means Optum keeps patients healthy and out of the hospital. Optum’s Medicare Advantage and coordinated care patients spend 30% or more fewer days in the hospital when compared to traditional fee-for-service arrangements.

AFFORDABILITY AND ACCESS

With nearly half of Americans saying they have delayed or skipped medical care because of the cost, affordability is a major factor in driving better outcomes.

Value-based care is also known as affordable care; in Optum’s case, affordability also coin-

Learn more at optum.com/california.

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Reviewing Single Payer Health Care for California

By TOBIAS KENNEDY

AB1400 was aimed at revolutionizing health care in California. This was not The Affordable Care Act 2.0 — this was a complete overhaul. Ultimately it failed to pass out this time, but the measure marked the sixth attempt since 2003 to pass a Single Payer proposal. With repeated past attempts, and promises for future efforts, it's worth evaluating this for Californians.

The bill would move California to a "Single Payer" style of healthcare. Single Payer, in its most basic sense, is legislative action that completely eliminates all options for health insurance as we know it today — no employer insurance is allowed, no individual health plans, no alternative choices or options for anyone, period. This is not, "if you like your plan, keep it." This is not, "Cool option for people that don't have insurance, but that doesn't apply to me, because I'm covered through my company." This is every single man, woman and child in California loses their health insurance plan, options, and all alternative coverage choices, and it all goes away in favor of putting everyone on the newly created government-run healthcare product. Insurance is literally completely abolished, and then the State of California raises a bunch of new revenue (taxes, budget re-allocation etc.), and then tells its citizens the rules under which they can receive medical care. Parameters are set for what is covered and what is not, what frequencies are allowed, what doctors and providers are permitted to do, and then the citizens receive

their medical attention according to those rules. Whole courses could be taught on what Single Payer is in all of its nuances, but this is a broad overview.

With something this major we have to ask (a) what problem is it solving?; and (b) at what cost? According to UCLA's Center for Health Policy Research, 94% of Californians already currently have health insurance and there is a remaining 6% who are uninsured. But, of the uninsured, 54% are eligible for subsidized health insurance and just chose to waive that available coverage option. The next biggest group of uninsured are undocumented immigrants — making up 41% of California's uninsured population. However, importantly, Governor Newsom's latest budget expands access to Medi-Cal for all Californians—regardless of immigration status. This move alone means that, on paper at least, Californians will Universally either be insured or have access to insurance.

We juxtapose this with the proposed move to Single Payer as a means of accomplishing Universal Coverage for all Californians. For context, the one time a state sought to implement a Single Payer healthcare system, it was in Vermont, and it was scrapped before it ever came to fruition. Vermont is about as ideal of a state to try this in — the political climate was supportive, the overall health of the state is better from a claims standpoint than many other places, and the existing insurance infrastructure was already basically a "One Game In Town" model with the single insurer, Blue Cross/Blue Shield of Vermont being the only real provider of care. And yet it still failed

— providing a cautionary tale to legislators. Vermont literally passed the bill, celebrated its passage, and then when it came time to work out the finances were "pretty shocked at the tax rates we were going to have to charge" (Gov. Shumlin — Vermont's former governor, who signed the bill).

For perspective on the finances, the entire budget for the State of California is currently about \$262 billion. That amount runs the entire state's budget. AB1400 called for another additional \$400 billion on top of the current \$262 billion. In order to raise that much money, not only were there a slew of new taxes proposed, but the legislation also called for Constitutional Amendments in order to permit the legislature to implement new taxes along the way, as needed, without voter approval. This was because the price tag was so massive that, in addition to the new taxes needed to fund it, a major part of the funding actually came from money captured by reallocating federal funds California receives via a proposed system of waivers — waivers that would be subject to White House approval. While you might be able to count on that grace from some administrations, passing legislation which requires financial favors from whoever happens to be in the White House at any given time is not an overly reliable long term financial strategy.

While California promises to continue evaluating Single Payer as a healthcare strategy, it is important to know what percentage of Californians are even uninsured under the current system, and, more importantly, to evaluate whether this massive and incredibly

expensive undertaking is really the best way to redesign affordability in healthcare, or if there might be more incremental (and politically practical!) options that could move us along in the right direction, with more realistic chances of implementation. This is not to say that Single Payer, in and of itself, is a flawed healthcare system. It is more that, in the same way that biological evolution has a way of building upon and improving the existing entity, perhaps there is room for more legislatively palatable changes that might be aimed at more attainable improvements. There are ideas that wrap around the existing system and provide deeper premium subsidies, so the insurance that is offered is more affordable for folks, or even claims cost assistance (deductible/co-pay reduction assistance) for example, that might merit deeper consideration. These options leave the broad foundation of the healthcare system intact, but help those who are still struggling with affordability, and subsidize the citizens in need in more targeted ways.

A thoughtful approach to supporting Californians with the cost of their healthcare is clearly on the horizon, but the question about swinging for the fences versus building a better system brick by brick is a big one — and while Single Payer legislation is attractive to some Californians, there might be realities, once we really get into it, that make it just too big of a lift.

Tobias Kennedy is president of Montage Insurance Solutions and CEO of Simplicity. Learn more at montageinsurance.com.



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2022 LEADERSHIP SYMPOSIUM & AWARDS



Choosing the Best Care for Kids in California

Children's Hospital Los Angeles is at the forefront of pediatric medicine, offering acclaimed care to children from across the world, the country and the greater Southern California region. No one on the West Coast has more expertise treating children.

CHLA is a pediatric academic medical center built around its mission of creating hope and building healthier futures for children. For more than 120 years, the organization has fulfilled that mission by offering transformative compassionate care, making life-changing discoveries, educating tomorrow's health care professionals and serving the community. It has become the largest provider of care for children in Los Angeles County, the No. 1 pediatric hospital in California and the Pacific region, and is consistently ranked in the top 10 in the nation on U.S. News & World Report's Honor Roll of Best Children's Hospitals.

CLINICAL CARE

Every child deserves the best care possible. That belief is shared by the more than 6,400 team members and 930 medical staff who work collectively to perform more than 16,000 surgeries and see more than 660,000 patient visits each year. Clinical expertise spans the pediatric care continuum for newborns to young adults, from everyday preventive medicine to the most medically complex cases. Offering family-centric, collaborative care is the only way CHLA believes any child can

thrive. Our medical teams rally around the people who come together to raise a child and stand by their side every step of the way. This commitment to inclusive, socially-informed standards make top-quality medical treatment more accessible for all, and with more partnerships in more locations, it's easier for CHLA's diverse range of patients to access support wherever they may be.

RESEARCH

CHLA doesn't just care for kids. The institution is driven to pursue research and innovation that advances pediatric care. Physicians translate the new discoveries, treatments and cures proven through the work of scientists in The Saban Research Institute of Children's Hospital Los Angeles—among the top 10 children's hospitals for National Institutes of Health funding—to bring answers to families faster. The principal investigators – more than 360 in all – seek new treatment options for children with a wide variety of pediatric conditions. They set the standards, never giving up in the relentless pursuit of “why” to uncover knowledge today that informs the lifechanging innovations of tomorrow.

EDUCATION

More than 1,000 pediatricians are delivering care in California after receiving their training at Children's Hospital Los Angeles. During the pandemic, the organization remained committed to maintaining the largest pediatric

residency training program at a freestanding children's hospital of its kind in the western United States. Home to 50 programs for its 156 clinical fellows and 112 pediatric residents, the hospital has also trained more than 1,677 nursing residents since its RN Residency Program began in 1999. They all have learned from the region's best clinicians.

COMMUNITY IMPACT

Children's Hospital Los Angeles is at the forefront of pediatric medicine while remaining deeply committed to our local community right here in Los Angeles. The hospital aims to improve the health of our most vulnerable populations because healthier families are the center of strong communities. It is a pledge that extends beyond providing care inside the hospital walls. In the immediate neighborhoods surrounding the East Hollywood campus, CHLA volunteers lead activities, support our local program sponsorships and battle food insecurity. Team members also have distributed more than 36,000 COVID-19 vaccine doses—nearly 10,000 of which went to school-aged children and teens throughout greater Los Angeles.

Children's Hospital Los Angeles is committed to setting and resetting the standards of pediatrics and introducing life-changing innovations, inspired by constant curiosity paired with world-class expertise that helps develop interventions, treatments and cures in smarter, more agile ways, every day.

For more than 120 years, the organization has fulfilled their mission by offering transformative compassionate care, making life-changing discoveries, educating tomorrow's health care professionals and serving the community.

From our physicians to our nurses to our staff, everyone on the CHLA team takes great care in making medical care specially fit for a child. Because CHLA cares about kids, and thinks they deserve to feel safe and happy while they are on their way to healthy.

Follow CHLA on Facebook, Instagram, LinkedIn, YouTube and Twitter, and visit the blog at [CHLA.org/blog](https://chla.org/blog).

To learn more or to find a doctor, visit CHLA.org or call (323) 660-2450.

Creating a New Playbook to Address Specific Community Needs

Pacifica Hospital of the Valley (PHV) is a 231-bed safety net hospital located in Los Angeles County. The hospital serves 13 zip codes, including subacute patient referrals from hospitals 400+ miles away. PHV offers complete service lines including: 24/7 emergency, acute care, ICU, locked behavioral health, d/p subacute SNF, outpatient surgery and rehab, and in/outpatient ancillary services.

The primary patient population at PHV is the underserved with 84% of the patients living in poverty. Additionally, an article published April 15, 2022, “US Hospitals with the highest share of patients on Medicaid” listed Pacifica Hospital as #10 nationwide for having the highest percentage of Medicaid at 81%.

Since the start of the pandemic in January 2020, PHV has undergone multiple surges with treating hundreds of COVID-19 patients. During this time of uncertainty, no playbook existed on how to navigate through these challenges. PHV responded to the statewide call to action and increased its bed capacity from seven to 66 to service COVID-19 patients. As a result, during the height of the pandemic, PHV was identified by the state as a Regional COVID-19 Surge Site to help decompress other southern California hospitals during the multiple surges.

During the peak of the last surge in January 2021, PHV greenlit a new program partnering with the Department of Mental Health providing 26 beds for acute level patients who have a primary medical diagnosis with behavioral health issues. This new program services those patients with or without COVID-19. The referrals for this patient population continue to increase and with PHV's collaborative efforts with DMH, the program has been very successful in meeting the needs of the mental health community. The hospital has over 25 years of experience in behavioral health and its staff is passionate to support and successfully provide services and continue to expand its service offerings for this growing population.

In its efforts to continue the support and services to the mental health needs in the community, a new line of service – crisis stabilization in an urgent care center – is being launched in collaboration with DMH.

In summary, even though PHV is a smaller size than other facilities, its level of services is robust and the hospital is proud of its staff and leadership team for giving H.E.A.R.T. to the mission/vision for Pacifica Hospital of the Valley and the communities it serves.

Learn more at pacificahospital.com.

