



# LEADERSHIP ACADEMY

FEBRUARY 8-9, 2018 | HYATT REGENCY, SACRAMENTO

ASSOCIATION OF CALIFORNIA HEALTHCARE DISTRICTS



**ACHD**

ASSOCIATION OF CALIFORNIA  
HEALTHCARE DISTRICTS

# Welcome!

On behalf of the Board of Directors and Education Committee, it is our pleasure to welcome you to the Leadership Academy. The goal of the Leadership Academy is to provide newly elected and returning District Trustees and Executives with relevant public sector resources and governance tools necessary to improve governance effectiveness, sharpen organizational intelligence, and be successful leaders in your Healthcare Districts.

The information provided will help you utilize the insights and knowledge gained through your participation in the Leadership Academy to enhance your role as a District Trustee or Executive.

We encourage you to be an active participant during the Academy by asking questions, networking with fellow Districts, and adding your perspective on the issues being discussed.

Thank you for your continued support of the Association.



*Kenneth B. Cohen*

**Kenneth Cohen, CHE**  
*Chief Executive Officer, ACHD*



# Agenda

## DAY 1: THURSDAY, FEBRUARY 8, 2018

**7:30 am – 8:30 am** Breakfast

**8:30 am – 9:30 am** Welcome

Ken Cohen, *Chief Executive Officer, ACHD*

**Overview of ACHD, Advocacy, Member Services and Outreach**

Amber King, *Vice President, Government Affairs, ACHD*

Sheila Johnston, *Vice President, Member Relations and Administration, ACHD*

**9:30 am – 9:45 am** Break

**9:45 am – 10:45 am** Best Practices in Governance

James A. Rice, *Ph.D., FACHE, Managing Director & Senior Advisor, Governance and Leadership, Integrated Healthcare Strategies*

**10:45 am – 11:45 am** Keys to Understanding and Working with Local Agency Formation Commissions (LAFCO)

Lou Ann Teixeira, *Executive Director, Contra Costa LAFCO*

**12:00 pm – 1:15 pm** Working Lunch

**Finding Health Trends and Applying Tools to Meet your District's Mission**

Wes Alles, *Ph.D., Director, Stanford Health Improvement Program*

**1:30 pm - 2:45 pm** Going to the Ballot?

Shayna Mittler van Hoften, *Partner, Hanon Bridget LLP*

**2:45 pm – 3:00 pm** Break

**3:00 pm – 4:30 pm** The Brown Act and Fair Political Practices Commission: AB 1234 Training (Session 1)

Gary Winuk, *Counsel, Kaufman Legal Group*

**5:30 pm – 6:30 pm** Networking Reception

Mayahuel Restaurant (Approximately .05 blocks from Hyatt Regency Hotel)

## DAY 2: FRIDAY, FEBRUARY 9, 2018

**7:30 am – 8:30 am** Bright Spots Networking Breakfast

**8:45 am – 10:00 am** The Brown Act and Fair Political Practices Commission: AB 1234 Training (Session 2)

Gary Winuk, *Counsel, Kaufman Legal Group*

**10:00 am – 10:15 am** Break

**10:15 am – 11:45 am** Public Sector Financials

Rich Gianello, *Partner, WIPFLi Consultants*

**11:45 am** Closing Remarks

Ken Cohen, *Chief Executive Officer, ACHD*

**12:00 pm** Lunch

## Contents

- 4 2017-18 ACHD Board of Directors
- 4 2017-18 ACHD Education Committee
- 4 ACHD Staff
- 5 ACHD Certified Healthcare Districts
- 6 California's Healthcare Districts: A Local Choice for California's Health

### DAY 1

- 11 Overview of ACHD, Advocacy and Member Services
- 13 Best Practices in Governance
- 15 Keys to Understanding and Working with LAFCO
- 17 Finding Health Trends and Applying Tools to Meet Your District's Mission
- 19 Going to the Ballot?
- 21 The Brown Act and FPPC: AB 1234 Training

### DAY 2

- 25 The Brown Act and FPPC: AB 1234 Training (continued)
- 27 Public Sector Financials

# ACHD Board of Directors

## HOWARD SALMON

### Chair

Trustee, Fallbrook Regional Health District

## LINDA RUBIN

### Vice-Chair

Trustee, Pioneers Memorial  
Healthcare District

## HARRY WEIS

### Treasurer

CEO, Tahoe Forest Health System

## DR. MICHELE BHOLAT

### Secretary

Trustee, Beach Cities Health District

## RAMONA FAITH

CEO, Petaluma Health District

## KARIN HENNINGS

CEO, Del Puerto Health Care District

## RANDY LENAC

Trustee, Grossmont Healthcare District

## LIN REED

Trustee, Mark Twain Health Care District

## GERALD STARR

CEO, West Side Healthcare District (Taft)

## BEATRIZ VASQUEZ PH.D.

Trustee, Mayers Memorial  
Healthcare District

## DENNIS ZELL

Trustee, Peninsula Healthcare District

## DARA CZERWONKA

Trustee, Palomar Health

## MICHAEL WALL

CEO, Antelope Valley  
Healthcare District

## KEVIN FLANIGAN, M.D.

CEO, Northern Inyo Healthcare District

# ACHD Education Committee

## RAMONA FAITH

### Chair

CEO, Petaluma Health District

## BARBARA CASAS

Trustee, Kern Valley Healthcare District

## KARIN HENNINGS

CEO, Del Puerto Health Care District

## BILL LEACH

Trustee, Fallbrook Regional Health District

## CANDY O'DONEL BROWNE

Trustee, John C. Fremont  
Healthcare District

## TED OWENS

Government Affairs Director,  
Tahoe Forest Health System

## VANESSA POSTER

Trustee, Beach Cities Health District

## LIN REED

Trustee, Mark Twain Health Care District

## LINDA RUBIN

Trustee, Pioneers Memorial  
Healthcare District

## BEATRIZ VASQUEZ, PH.D.

Trustee, Mayers Memorial Hospital District

## LINDA WAGNER

CEO, Seneca Healthcare District

# ACHD Staff

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# ACHD Certified Healthcare Districts

ACHD would like to recognize the following Healthcare Districts for achieving Certification. Healthcare Districts who have achieved Certified status have demonstrated compliance with public agency reporting and meet criteria in the following subject areas:

- Transparency
- Website Content
- Executive Compensation and Benefits
- State Agency Reporting
- Financial Reporting

**Antelope Valley Healthcare District**

November, 2014

**Beach Cities Health District**

October, 2014

**Eden Township Healthcare District**

November, 2015

**Fallbrook Healthcare District**

November, 2016

**Grossmont Healthcare District**

May, 2016

**John C. Fremont Healthcare District**

March, 2015

**Los Medanos Community Healthcare District**

April, 2016

**Marin Healthcare District**

August, 2016

**Mark Twain Healthcare District**

April, 2016

**Mayers Memorial Hospital District**

March, 2017

**Palomar Health**

August, 2014

**Peninsula Health Care District**

November, 2015

**Petaluma Health District**

May, 2015

**Pioneers Memorial Healthcare District**

February, 2017

**Sequoia Healthcare District**

August, 2014

**Sonoma Valley Healthcare District**

April, 2016

**Tahoe Forest Health System**

May, 2016

# California's Healthcare Districts: A Local Choice for California's Health



**ACHD**  
ASSOCIATION OF CALIFORNIA  
HEALTHCARE DISTRICTS



California residents voted to create 79 Healthcare Districts to fulfill local health care needs. Of these, 54 serve the state's rural areas.

California Healthcare Districts respond to the specialized health needs of California communities. Voters created 79 Healthcare Districts to fill distinct gaps in local health care services – from wellness and prevention to emergency rooms and long-term care. 54 of these Districts serve the state's rural areas. Healthcare Districts provide access to essential health services and are directly accountable at the community level. As a result, tens of millions of Californians are able to access care that would otherwise be out of reach.

“Healthcare Districts are meeting community needs by saving lives, keeping families healthy, and improving the quality of life of Californians.”

## HEALTHCARE DISTRICTS

### Created by Residents to Address Communities' Health Care Needs

No one knows the needs of a community more than the people who live there. By creating tailored Healthcare Districts to meet local needs for health services, community members are working together to effectively address a shared concern. Healthcare Districts are meeting community needs by saving lives, keeping families healthy, and improving the quality of life of Californians.

Healthcare Districts play a vital role in communities with severe provider shortages and are an integral part of California's health care safety net.

Although each Healthcare District is unique, focusing on the specific needs of each community, the core mission of Healthcare Districts remains the same: to provide critical health care services to the communities that created them.



### Services Tailored To Meet Local Needs

Healthcare Districts are tailored to meet the needs of each community, including services such as:

- Nutrition and fitness education
- Rural health clinics
- School-based health services
- Partnering with local governments to create opportunities for healthy lifestyles
- Laboratory and radiology services
- Maternal and childhood services
- Mental health and substance abuse services
- Physician training
- Hospital care
- Ambulance services
- Outpatient surgery
- Medical transportation
- Adult day care and senior services
- Hospice care
- Skilled nursing facilities

### About ACHD

The Association of California Healthcare Districts (ACHD) represents Healthcare Districts throughout the state. The Association serves the diverse needs of California's Healthcare Districts by enhancing public awareness, training and educating its members and advocating for legislation and regulatory policies that allow Healthcare Districts to deliver the best possible health services to Californians. Learn more at [www.achd.org](http://www.achd.org).

### Close Community Connections

With their close connection to local needs, Healthcare Districts are crucial to making the Affordable Care Act (ACA) and Medi-Cal expansion a success in California. Healthcare Districts have succeeded in expanding access to care by enrolling uninsured Californians in coverage through the ACA.

From specialized services for rural communities, to services tailored to the unique needs of diverse populations, to partnering with schools to keep children healthy, Healthcare Districts are innovating to deliver improved health care value for the local communities they serve.

### Healthcare Districts: A Crucial Part of California's Health Care System

Every year, California's Healthcare Districts provide:

- 1 million emergency room visits
- 4 million in-patient hospital visits

Healthcare Districts meet the needs of:

- Communities with severe health care provider shortages
- Uninsured Californians
- Low-income seniors, adults, and children through Medi-Cal
- Underserved populations

### Strong Oversight and Transparency

Healthcare Districts are the most local form of government, directly accountable to the communities they serve. This close connection to voters ensures openness and transparency. Residents not only vote to create Healthcare Districts, they also elect the public boards that oversee the spending of their local tax dollars in pursuit of improved community health. Healthcare Districts must submit annual financial reports to the California State Controller and obey all state laws governing public records, record keeping, elections, and public access to documents.

### The Most Responsive Form of Local Government

Created by residents for residents, Healthcare Districts throughout California provide vital services for the community members who create and oversee them. As the most responsive form of local government, Healthcare Districts are established, operated, and controlled by local voters who understand each community's concerns and ensure that each District is effectively meeting their local health care needs.





# DAY 1

THURSDAY | FEBRUARY 8, 2018



# Overview of ACHD, Advocacy and Member Services



**KEN COHEN**  
*Chief Executive Officer, ACHD*

Ken Cohen is a results oriented healthcare executive bringing with him, diverse management experience in public, district and for-profit hospitals and healthcare settings. Ken's proven successes include a broad range of nationally recognized accomplishments in Financial Management, Strategic Planning, Hospital Construction/Capitol Financing, Legislative Advocacy and Health Care Policy and Planning. Ken is also known for his integrity, vision, and the ability to motivate and revitalize organizations along with a proven ability to collaborate and work with elected and appointed officials in highly complex public systems.

Learn more about ACHD, how you can get involved, and what to expect in 2018.



**AMBER KING**  
*Vice President, Government Affairs, ACHD*

Amber King joined ACHD as a Legislative Advocate in 2006. She currently serves as the Vice President, Government Affairs, where she provides leadership for ACHD's Advocacy Team. Under Amber's direction, ACHD's Advocacy Team works with the State Legislature, legislative staff, committee staff, key coalitions, and internal and external stakeholders to analyze and recommend action on bills impacting ACHD members.

Amber and her team have increased the visibility of ACHD's legislative efforts by providing exceptional educational programs, increasing member communication, and enhancing ACHD's digital footprint. These efforts have combined to create an increased level of engagement of ACHD Members in legislative issues.

Prior to joining ACHD, Amber provided support for Assemblymember Simón Salinas in his capitol office, working as a Legislative Aide. Amber received her degree from California State University, Sacramento where she majored in Government with a minor in Sociology.

In addition to Amber's duties at ACHD, she is a member of the Legislative Committee for the California Special Districts Association. Amber also serves as a Co-Chair of the Charitable Giving Committee for the Capitol Network.



## Best Practices in Governance

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### **JIM RICE, PHD, FACHE** *Managing Director & Practice Leader*

Jim Rice, PhD, FACHE is the Managing Director & Practice Leader of the Governance & Leadership practice of Integrated Healthcare Strategies, a division of Gallagher Benefit Services, Inc. He focuses his consulting work on strategic governance structures and systems for high performing, tax-exempt health sector organizations and integrated care systems; visioning for health sector and not-for-profit organizations; and leadership development for physicians and medical groups.

Dr. Rice holds masters and doctoral degrees in management and health policy from the University of Minnesota. He has received the University of Minnesota School of Public Health Distinguished Alumni Leadership Award, a National Institute of Health Doctoral Fellowship, a US Public Service Traineeship in Hospital Management, a Bush Leadership Fellowship at the National University of Singapore, and the American Hospital Association's Corning Award for excellence in hospital planning. He is a Fellow in the American College of Healthcare Executives (ACHE).

Dr. Rice has worked in over 34 countries and was recently Project Director and Global Technical Lead for Governance in a large USAID funded project serving countries in Asia, Africa, and Latin America. Dr. Rice holds faculty positions at The Strathmore School of Business, Nairobi, Kenya; The Advance Institute for Health Services Management in Prague, the Czech Republic; The Judge School of Business, Cambridge University, Cambridge, England; and the Program in Health Administration at the University of Minnesota's School of Public Health. He has lectured at the Nelson Mandela School of Medicine in Durban, South Africa; The Thunderbird International School of Management in Arizona; Cornell University; The School of Public Health, University of California Berkeley, and Harvard University. He serves on the boards of directors for Children's HeartLink, an organization committed to building cardiac care capacity in developing countries, and Crescent Cove, a respite and hospice service coordinator for children facing life limiting illnesses.

Learn about how your Board can adapt to ensure an effective delivery of services, collaborating with stakeholders and sharing resources amongst partners in the community to achieve the Board's mission in a changing policy and political landscape.









# Finding Health Trends and Applying Tools to Meet Your District's Mission

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## WES ALLES

*Director, Stanford Health Improvement Program*

Wes has been the Director of HIP since 1989. Before joining the Stanford Center for Research in Disease Prevention, Wes was a tenured Associate Professor at Penn State University, and before that, he was an Assistant Professor at the University of New Mexico.

For the past ten years, he has been a group facilitator for the Meyer Friedman Institute of UCSF, an organization that conducts research providing behavior modification programs for people with Type A behavior patterns. Wes has conducted research throughout his career and has co-authored four textbooks and many articles in professional journals.

While at Stanford, Wes has served as the Chair of the California Cardiovascular Disease Prevention Coalition, an organization that promotes heart health through research, teaching, and advocacy. He has served as the President of the South Bay Business Group on Health, and now serves on two advisory committees for the California Department of Health Services. Recently, Wes received an award from the March of Dimes for his volunteer efforts in developing a prenatal education program and then training volunteers and staff throughout the U.S.

Wes enjoys traveling, especially to Europe. On weekdays during the lunch hour you can find him at Arrillaga gym in the weight room or jogging around Lake Lagunita. In the summer, Saturday mornings are reserved for Great America roller coasters. In the Fall, Saturdays are reserved for college football-- especially when the Nittany Lions of Penn State are playing.

Explore current trends in health care including tools that are available to Districts to determine starting points for new services or expanding existing services.



## Going to the Ballot?

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### SHAYNA MITTLER VAN HOFTEN

*Partner, Hanson Bridgett*

Shayna assists local government agencies with a variety of legal issues, and non-governmental entities with government-related challenges and opportunities. Shayna advises public sector clients on government ethics and governance laws, public procurements, contracting including negotiating intergovernmental agreements, ADA and other civil rights compliance, implementation of public grant programs, regulatory compliance, administrative procedures, incident/risk management and constitutional matters. She also assists local public agencies by drafting all forms of legislation and regulation.

Shayna serves as General Counsel for East Contra Costa Fire Protection District and the five retirement boards for employees and retirees of the Sacramento Regional Transit District. Her other local government clients include transit districts, cities, water districts, regional planning agencies, joint powers agencies, and hospital and health care districts. Shayna frequently advises and trains clients on compliance with the Brown Act, Public Records Act, election laws and conflict of interest laws and regulations. Shayna serves as the firm's primary AB-1234-compliant government ethics trainer.

Shayna works with public, private and individual clients in their efforts to support or oppose state and local initiatives, and in efforts to influence other agencies' rule-making proceedings, primarily by drafting written and oral public comment.

During law school, Shayna clerked for the city attorney for the City and County of San Francisco and Disability Rights Advocates. Shayna has been licensed to practice law in the State of California since 2004. Prior to attending graduate and law school, Shayna worked in state and federal government affairs in Washington, D.C.

Many Healthcare Districts have sought public approval for Healthcare District projects. This session will provide a general understanding of how, when and why the ballot is an important tool for Districts.



# The Brown Act and FPPC: AB 1234 Training



## GARY WINUK

*Attorney, Kaufman Legal Group*

Gary Winuk's practice is focused on providing ethics advice and investigations to governmental agencies, and ethics training and advice to political and private sector clients. Before entering private law practice, Gary was the Chief of the Enforcement Division at the Fair Political Practices Commission from 2009-2015. The Enforcement Division prosecutes political ethics violations across State and local government, targeting campaign finance, conflict of interest, and money laundering violations, among others. Gary prosecuted numerous major cases at the FPPC and was named one of the California Lawyer Attorneys of the Year by California Lawyer Magazine in 2013. He also was the lead on communications, press, legislation and policy for the Commission.

Prior to working at the FPPC, Gary was appointed by Governor Schwarzenegger as the Chief Deputy Director and General Counsel of the Governor's Office of Homeland Security (OHS). OHS was responsible for the coordination of all State homeland security efforts. He was responsible for the day-to-day management of the Office and its \$350 million budget and 160 staff.

Prior to serving at OHS, Gary was a Special Assistant to the Cabinet Secretary for Homeland Security Issues in the Office of Governor Gray Davis. He also served as a Deputy Director of the Governor's Office of Criminal Justice Planning, appointed by Governor Gray Davis. He has worked as Deputy District Attorney in San Joaquin County and as a Legislative Aide in the California State Assembly.

Gary holds a B.A. in Political Science from Rutgers University and a J.D., with distinction, from the McGeorge School of Law in Sacramento. He has also completed the Executive Crisis Management course at the John F. Kennedy School of Government at Harvard University. Additionally, he served on the Elk Grove Planning Commission, including a term as Chair and is a member of the Adjunct Faculty at McGeorge School of Law.

Gary spent 13 years in the California Air National Guard, serving in the Judge Advocate General (JAG) Corps, and was assigned as the Deputy Staff Judge Advocate for the 129th Rescue Wing at Moffett Federal Airfield. He has been awarded the Meritorious Service Medal; Air Force Commendation Medal; Army Commendation Medal; Army Reserve Components Achievement Medal; National Defense Service Medal; and Global War on Terror Service Medal, among others.

Gain an understanding of the Brown Act and the Fair Political Practices Commission, specifically methods of compliance and the implications of non-compliance.



# DAY 2

FRIDAY | FEBRUARY 9, 2018





## The Brown Act and FPPC: AB 1234 Training (continued)



### GARY WINUK

*Attorney, Kaufman Legal Group*

Gary Winuk's practice is focused on providing ethics advice and investigations to governmental agencies, and ethics training and advice to political and private sector clients. Before entering private law practice, Gary was the Chief of the Enforcement Division at the Fair Political Practices Commission from 2009-2015. The Enforcement Division prosecutes political ethics violations across State and local government, targeting campaign finance, conflict of interest, and money laundering violations, among others. Gary prosecuted numerous major cases at the FPPC and was named one of the California Lawyer Attorneys of the Year by California Lawyer Magazine in 2013. He also was the lead on communications, press, legislation and policy for the Commission.

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Gain an understanding of the Brown Act and the Fair Political Practices Commission, specifically methods of compliance and the implications of non-compliance.



# Public Sector Financials

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## RICH GIANELLO

*Partner, WIPFLi/HFS Consultants*

Mr. Gianello's experience covers a broad range of engagements including financial feasibility studies for various types of health facilities, debt capacity studies, analysis of alternative financing scenarios, and hospital merger, acquisition analysis and negotiations.

He also has performed financial analyses and management initiatives including the review and preparation of cost reports; operational audits, strategic planning and productivity analysis; development and application of computerized financial models; budgeting, rate setting and billing system applications.

Mr. Gianello is a frequent speaker on topics such as financing alternatives, long term care, retirement center market analysis and marketing of health services. He is an active member of the Healthcare Financial Management Association, and has been a board member and chairman of the Long-Term Care Committee for the Northern California Chapter of the HFMA.

Mr. Gianello received his B.S. from Alderson-Broaddus College. Prior to founding HFS Consultants, he was director of the West Coast healthcare consulting practice of Laventhol & Horwath.

Increase your understanding of District financial statements, the key metrics associated with strong financial performance and learn what types of questions to ask when there is variance from financial plans.





## SAVE THE DATES

### **Legislative Day**

April 16-17, 2018

Hyatt Regency Hotel, Sacramento

### **Wellness Summit**

July 26, 2018

California Endowment, Sacramento

### **66th Annual Meeting**

September 12-14, 2018

Cliffs Resort, Pismo Beach

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