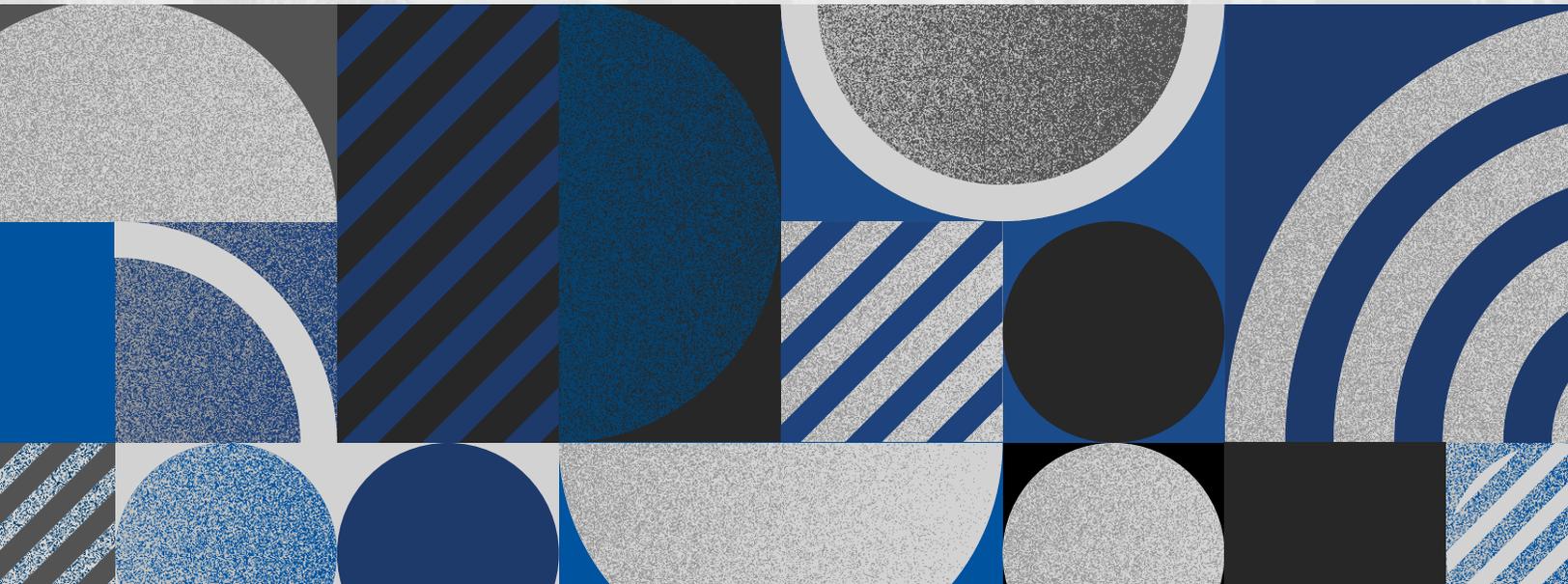




2026

WHO WE ARE





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PRESIDENT'S MESSAGE

It is my distinct pleasure to welcome you to this overview of the Hospital Association of Southern California (HASC) and the vital work we do together. For more than a century, HASC has been a steadfast advocate for hospitals and health systems across Southern California, ensuring we collectively provide exceptional care to the millions who depend on us every day.

Since our founding in 1923, HASC has been dedicated to advancing the health and well-being of our communities by empowering hospitals and health systems to thrive. Over the past 100-plus years, we have grown alongside our region's health care needs, adapting and innovating to meet the challenges of each era. Today, we continue that legacy by fostering collaboration, advocating for sound policies and delivering solutions that strengthen health care delivery.

This "Who We Are" packet highlights the breadth of HASC's services and initiatives. From addressing workforce shortages to enhancing operational efficiencies and promoting health equity, our efforts reflect the diverse needs of our member hospitals. Central to everything we do is our belief in the power of collaboration. By partnering with health care leaders, policymakers and other stakeholders, HASC creates opportunities for shared learning and innovation that lead to better health outcomes and greater well-being for communities.

As we celebrate more than 100 years of service, HASC remains deeply invested in shaping the future of health care. We champion initiatives that promote innovation, sustainability and equity, ensuring Southern California remains at the forefront of national health care excellence.

Thank you for your commitment to the communities we serve and for partnering with us in creating a healthier future. Together, we honor a legacy of service while preparing for the opportunities of tomorrow.



George W. Greene, Esq.
President/CEO, HASC



ABOUT HASC

The Hospital Association of Southern California (HASC) is a not-for-profit 501(c)(6) regional trade association. HASC is dedicated to effectively advancing the interests of hospitals in Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara and Ventura counties. We comprise close to 170 hospitals and 30-plus health systems, plus associate members and partner organizations. All have one common mission: to improve the operating environment for hospitals and the health status of the communities they serve. Learn more at hasc.org.

HASC has been a steadfast presence in health care for more than a century. Together with the California Hospital Association (CHA), the Hospital Association of San Diego & Imperial Counties (HASD&IC) and the Hospital Council – Northern & Central California (Hospital Council), HASC has helped serve hospitals with determined advocacy, innovative initiatives and thoughtful leadership on the issues that matter most.

The dramatic shifts we now face are well known and present us with great opportunities to improve care quality, increase efficiency and better serve the needs of an increasingly diverse population. These are transformative times in health care. Hospitals – and HASC – have successfully faced these challenges before.

MISSION

To lead, represent and serve hospitals and their related organizations, working collaboratively with our members and other stakeholders to improve health and health care in the communities we serve.

VISION

For all member hospitals to consistently and uniformly provide safe, high-quality, cost-effective and culturally appropriate person-centered health care services.



HASC

Close to 170 hospitals, 30-plus hospital systems and dozens of associate members in Southern California:

48%
nonprofit facilities

41%
Investor-owned Facilities

11%
government-sponsored facilities

67
associate members and nine professional societies





ONE TEAM MODEL

In 1994, CHA, HASC, HASD&IC and the Hospital Council formally adopted what was called the federated model. This structure aimed to ensure that the associations serve members as a unified advocacy organization offering effective representation at all levels of government.

The model, now called One Team, created a new philosophy of cooperation among the associations. In line with this approach, the organizations assigned and aligned roles for local, regional, state and national policy and advocacy. The Executive Management Group (EMG), comprising the four association CEOs, assumed a leadership role. CHA and the regional associations combined membership and dues as a way to demonstrate the “All for one, one for all” mentality.

One Team has proven highly effective because of the level of trust and collaboration among the four CEOs and their staff. This spirit is reinforced by the actions of all team members. Weekly policy calls, biweekly executive team calls, semiannual CEO retreats and all-staff retreats foster open communication. Other aspects contributing to One Team’s success include:

An organizational agreement structured to prevent competing interests in public policy and advocacy positions, educational programs and member services.

Each of the associations remains an independent 501(c) (6) organization with unique bylaws, budgets, investment portfolios, and for-profit and not-for-profit subsidiaries.

The three regional associations are the corporate members of CHA.

The CHA CEO is a voting member of the regional associations’ Executive and Compensation committees. In turn, regional association CEOs serve as non-voting members on the CHA Executive Committee and Board.

CHA is responsible for federal and state policy, issues, regulations and relationships. The regional associations oversee these areas locally and regionally, along with supporting CHA’s state and federal efforts.

POLITICAL ADVOCACY IN PARTNERSHIP WITH CHA

In a changing health care environment, hospitals need assertive representation. Through partnerships with CHA and hospitals like yours, we work to influence the future of health care in a way that best represents your interests, your patients’ needs and the communities you serve. Together, we create visionary change no hospital can achieve alone. HASC helps to:

Improve quality and patient safety

Support hospitals’ transition to value-based purchasing and health care reform

Advocate for appropriate reimbursement from Medicare and Medi-Cal

Preserve the safety net, trauma systems and access to care

Promote education, funding and emergency preparedness

Initiate long-range solutions to the hospital workforce shortage





STRATEGIC PRIORITIES



LOCAL ADVOCACY

Effectively represent and advance the interests of hospitals and health care systems at the city and county levels. As local decisions increasingly shape health care delivery, access and sustainability, HASC will remain at the forefront — engaging policymakers, educating local leaders and advocating for policies that support hospitals, patients and communities.



WORKFORCE

Strengthen and sustain the health care workforce by advancing programs, education, upskilling and policy initiatives that expand career pathways and improve workforce stability. HASC will continue to champion solutions that build a resilient employment pipeline and help hospitals attract and retain the professionals essential to care delivery.



STRATEGIC PARTNERSHIPS

Cultivate and expand strategic partnerships beyond traditional health care relationships to navigate a period of significant change. By engaging leaders across sectors—including government, education, business, labor and community organizations—HASC will amplify its impact, drive innovation and advance shared solutions to complex health and workforce challenges.



SUPPORTING ACCESS AND COMMUNITY-BASED CARE

Advance policies, partnerships and programs that preserve and expand access to care across the continuum, with a focus on community-based services. HASC will support hospitals and community providers in addressing capacity constraints, care transitions and evolving delivery models to ensure patients receive timely and appropriate care close to home.



BEHAVIORAL HEALTH

Champion solutions that improve access to behavioral health services and strengthen the integration of mental health and substance use disorder treatment with acute care. HASC will work with policymakers, providers and community partners to address system gaps, workforce shortages and care coordination challenges impacting hospitals and patients.



LOCAL MANAGED CARE PLANS

Strengthen engagement and collaboration with local managed care plans to address operational, financial and access-to-care challenges facing hospitals. HASC will advocate for fair contracting practices, timely payments, network adequacy and policies that support sustainable hospital operations and improved patient outcomes.



TELLING THE HOSPITAL STORY

Elevate the role and value of hospitals by effectively conveying their impact on communities, the economy and public health. Through strategic communications and data-driven messaging, HASC will ensure policymakers, media and the public understand the essential contributions hospitals make and the challenges they face.



REPRESENTATION AND INFORMATION

Through HASC, your hospital can access wide-ranging expertise. We scan the environment, help pinpoint what's important and offer in-depth guidance on issues that most impact you. We keep you ahead of what's happening and deliver representation you can count on through:

LOCAL AND REGIONAL ADVOCACY

HASC's most important work happens close to home. Every day, we champion the interests of Southern California hospitals by shaping policy decisions at the county, city and agency levels — where many of the most consequential issues begin. Our regional advocacy team works closely with our member hospitals to protect operational stability, strengthen community health and ensure local leaders understand the essential role hospitals play in the health and economic well-being of the communities they serve.

We maintain deep relationships with county supervisors, city councils, public health departments, EMS agencies, behavioral health authorities and other governmental bodies. By engaging early, educating thoughtfully and responding quickly, we help prevent harmful local ordinances, funding decisions and policy shifts before they reach your doorstep, and advance solutions that support access to care in every community.

Your Early Warning System

HASC actively monitors activity in all 192 cities across the region to identify proposals that may impact hospitals, from budget decisions and zoning actions to workforce rules, EMS changes and behavioral health initiatives. When a potential challenge emerges, our team rapidly mobilizes members, crafts strategic messaging and coordinates a unified response that positions hospitals as trusted partners and essential community anchors.

This proactive approach ensures hospitals don't react to policy decisions after the fact, but instead begin shaping them from the start.

Regional Leadership and Partnership

With expert understanding of local health care environments and the pressures facing hospitals today, HASC's regional vice presidents serve as your on-the-ground representation. They bring strong, longstanding relationships with elected officials, community leaders, and agency executives — relationships built on credibility, trust and a shared commitment to community well-being.

Together with you, we advance visionary change that no hospital can achieve alone.

MEDIA RELATIONS AND STRATEGIC COMMUNICATIONS

HASC amplifies the hospital voice across Southern California through proactive media engagement, shaping public understanding of the challenges and contributions of hospitals. Our communications team works to build support for policies that protect access to care and highlight hospitals as key pillars of public health and local economies.

We also keep members informed and connected through ongoing communication, including the *HASC Briefs* newsletter, targeted email updates, public statements and in-person regional forums. These channels ensure you have timely intelligence on fast-moving issues and a clear path to join in coordinated advocacy across the region.

MEMBER WORKSHOPS AND CONFERENCES

In-depth information on topics including implementing health care reform, physician-hospital relations, quality improvement, financial management and more from industry experts.

AFFILIATE ORGANIZATIONS



COMMUNITIES LIFTING COMMUNITIES®

Communities Lifting Communities (CLC) is a 501(c)(3) nonprofit charitable affiliate of the Hospital Association of Southern California. CLC brings hospitals and health systems together with key health stakeholders to strategically identify community health-related needs, foster collaborative solutions to those challenges and advance health equity and economic opportunity.

- Regional health needs assessments and strategic improvement plans. Leading large multi-sector collaboratives to efficiently identify regional needs and enact collective strategies to improve health – emphasizing innovation, impact, equity and accountability. Guiding integration to ensure impact exceeds the sum of collective parts.
- Support for inclusive procurement strategies that meet state requirements and strengthen local, small and underrepresented businesses to advance community well-being. Assisting hospitals in

advancing strategies toward supplier diversity regulatory engagement recommendations (AB 1392 and AB 962). Positioning partnerships to address social determinants of health, stimulate economic growth in underrepresented communities, and extend hospitals and health systems' local economic benefits in the communities served.

- Quality improvement projects and interventions to improve birth outcomes. Serving as thought partners, sharing best practices and tools to support hospital quality improvement initiatives to enhance birth outcomes. Strategic focus on workforce development, culturally competent care, patient experiences and safety and relationships with community resources to lower maternal morbidity and mortality rates.

For more information, visit communities.hasc.org.



NATIONAL
HEALTH
FOUNDATION

NATIONAL HEALTH FOUNDATION

Founded in 1973, National Health Foundation is a team of “upstreamists” committed to removing barriers that prevent communities from reaching their full health potential. Over time, NHF has evolved along with the field of public health in recognizing that true health begins where people live, learn, work and play.

Today, NHF is committed to improving health outcomes in under-resourced Los Angeles County communities through partnering with residents, organizations and local government. The team believes in a community-driven approach, in which those most affected by health inequities lead the way in creating solutions.

NHF's work focuses on four key areas that address the social determinants of health:

- **Food access:** Connecting families to nutritious foods and CalFresh benefits and mobilizing young people to tackle food insecurity

- **Built environment:** Working with residents to create safer, more walkable neighborhoods with parks and public spaces

- **Education:** Supporting at-risk youth through teen pregnancy prevention and programs promoting school achievement

- **Recuperative care:** Providing safe shelter and support for people transitioning out of hospital care into stable housing

Through this multipronged approach, NHF isn't just treating symptoms, but addressing root causes to achieve health equity for all.

For more information, visit nationalhealthfoundation.org.



SERVICES

Boost your performance with services from experts who know your needs. Data-driven insights and innovative solutions help you streamline operations, improve quality, maximize reimbursements and more.

HR SURVEYS

Streamlining compensation data to help you make smarter decisions.

HASC HR Surveys is your trusted resource for compensation data, designed to empower hospitals with actionable insights. Through Salarity, our user-friendly platform, you can easily take part in surveys and access comprehensive, customizable reports on non-management, management, and executive compensation; employee benefits; workforce trends and more. As a HASC member, you can participate in HR Surveys at no extra cost – helping you save time, optimize your resources and make informed workforce decisions. To learn more, visit <https://salarity.org> or email survey-info@salarity.org.

PATIENT ACCESS SERVICES

Helping patients get care at the right time, in the right place.

Patient access is the anchor of the health care system. HASC Patient Access Services secures public-private partnerships that help your patients receive care when needed, in the right setting. Since launching Eligibility on Site (EOS) in 1980, PAS has tackled everything from insurance enrollment to patient billing and payments to post-discharge care management. We work closely with hospitals to develop flexible solutions for reimbursement, care transitions and serving vulnerable populations, connecting you with the right agencies and resources to meet your goals.

Eligibility On Site

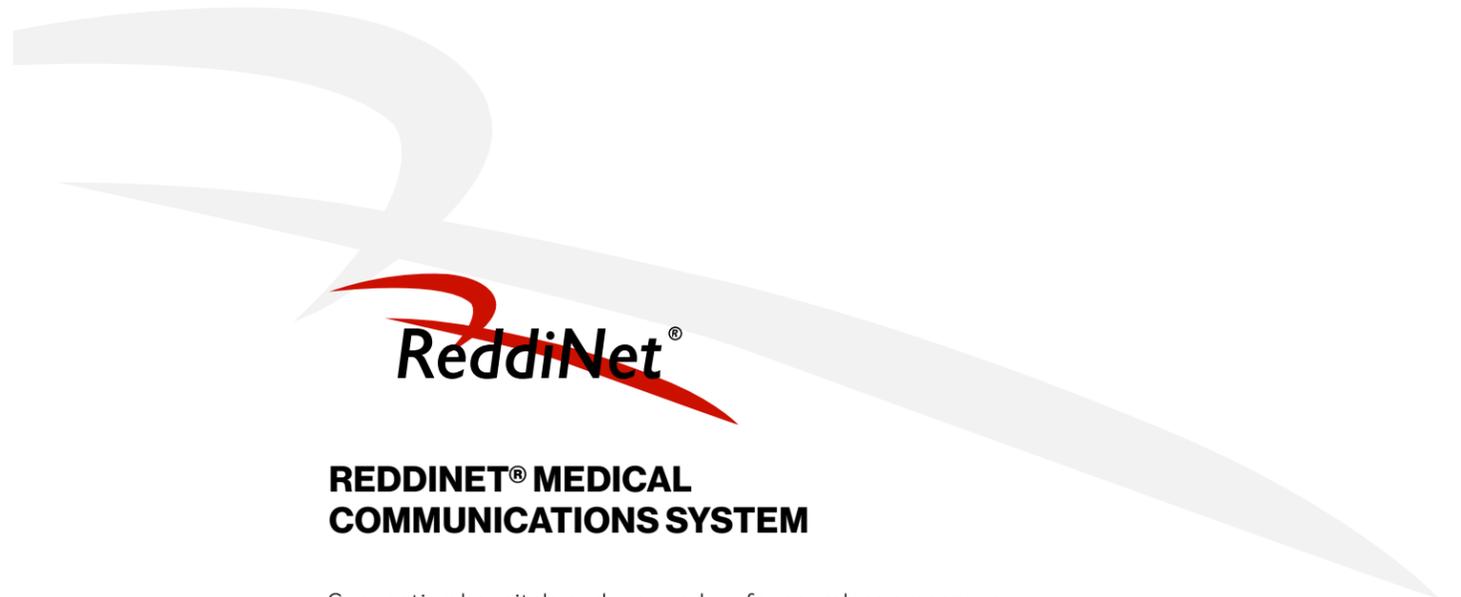
Born from a napkin sketch in 1980, EOS revolutionized hospital access by bringing Medi-Cal applications directly to patients. Today, eligible patients can be interviewed and enrolled on site before treatment or shortly after discharge, cutting red tape and ensuring proper reimbursement. Applications are now submitted via a streamlined, web-based platforms for faster and more efficient application submission. Boost your performance with services from experts who know your needs. Data-driven insights and innovative solutions help you streamline operations, improve quality, maximize reimbursements and more.

Bridges Prenatal to Three Network

Launched in 2000 as HASC's first program addressing social determinants of health, the Bridges Network identifies health and developmental concerns during the perinatal period. Through an improved standardized screening and referral system, the program connects high-risk Orange County families with home visiting services, parenting resources, maternal mental health and substance use support, and comprehensive health services.

Conservatorship Access Network

Since 1993, the Conservatorship Access Network (CAN) has partnered with the LA County Office of the Public Guardian to offer complete probate conservatorship evaluations at your facility for discharged patients unable to manage their personal needs or finances.



REDDINET® MEDICAL COMMUNICATIONS SYSTEM

Connecting hospitals and responders for seamless emergency communication

During medical emergencies and disasters, effective communication is critical.

ReddiNet® facilitates live, secure information exchange between hospitals, EMS providers, law enforcement and public health agencies through reliable satellite technology.

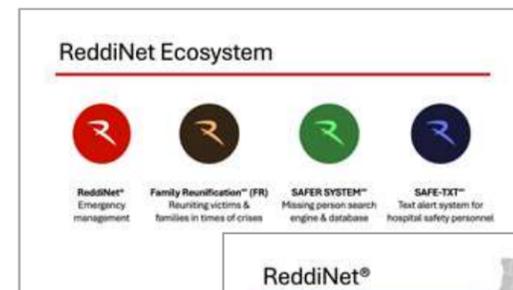
The network's adaptability and features, which work alongside existing technology, enable hospitals to tackle their most challenging communication issues during crises.

Modules and customized applications provide real-time status of hospital capacity for informed decision making for patients. Capabilities include but are not limited to:

- Hospital status
- Mass casualty incident coordination
- Bio surveillance assessments to detect patterns of concern
- Automatic interfaces for bidirectional data exchange
- Real-time polling, messaging and notification alerts
- Family Reunification Center – comprehensive tracking system
- Special Assistance for Emergency Responders (SAFER) – missing person search engine and database to register individuals at risk for wandering and/or unable to self-evacuate during disasters

For hospital leaders focused on patient safety and operational efficiency, ReddiNet® delivers a comprehensive emergency communications network that ensures patients quickly receive the care they need when they need it most.

For more information, visit Reddinet.com



ReddiNet®
Rapid Emergency Digital Data Information Network
ReddiNet® facilitates LIVE and SECURE information exchange between hospitals, EMS providers, law enforcement & non-acute facilities & public health agencies through satellite technology.
Serve over 75% of California Hospitals.



ASSOCIATE MEMBERSHIP

Expertise and services to help you streamline operations and reduce costs.

HASC's Associate Membership program offers substantial value to our hospital and system members by expanding our network with diverse expertise and services. The program features two main categories: associate corporate membership and associate provider membership.

Associate corporate members are businesses that supply essential products and services to hospitals. This membership offers our hospital members exposure to a diverse network of vendors and solutions. By facilitating connections between these businesses and hospitals, we aim to help hospitals streamline operations, explore new technologies and potentially identify cost-saving opportunities. The goal is to support hospitals in their efforts to operate efficiently and deliver high-quality care.

Associate provider members include physician groups, home health agencies, skilled nursing facilities, hospice providers, clinics and other organizations vital to the clinical health care delivery continuum. This membership fosters a more robust and integrated network of care partners. By offering these providers access to HASC programs and services, we facilitate seamless patient care coordination, strengthen regional health initiatives and encourage collaborative solutions to shared challenges. This interconnectedness ultimately enhances the overall quality and efficiency of care for the communities our hospitals serve.

For more information, visit hasc.org/associate-membership or email associates@hasc.org.

ENDORSED BUSINESS PARTNERS

Connecting you with trusted solutions to improve care and efficiency.

In today's challenging health care landscape, finding reliable solutions to support your hospital's mission is critical. That's where HASC's Endorsed Business Partners (EBP) come in. Through our for-profit subsidiary, AllHealth, Inc., we've built a network of trusted partnerships with carefully vetted firms offering specialized products and services tailored for the unique needs of hospitals.

EBP isn't just about products—it's about results. From enhancing patient care to optimizing operations, our partners deliver solutions designed to help hospitals excel in every area of health care delivery. Whether it's cutting-edge technology, operational tools or expert consultation, each partnership reflects our commitment to quality and innovation.

When you work with an Endorsed Business Partner, you gain more than just a vendor—you gain a trusted ally invested in your success. HASC has done the legwork so you don't have to. We ensure these partners meet the high standards required to thrive in Southern California's diverse and demanding health care environment.

With EBP, HASC helps you move beyond the ordinary, empowering hospitals to deliver standout care while navigating the complexities of modern health care. Trust in these partnerships isn't optional—it's essential for creating healthier communities and achieving long-term success. For more information, visit <https://hasc.org/ebp>.

HR SERVICES, EDUCATION PROGRAMS AND WORKFORCE DEVELOPMENT

With labor accounting for nearly 60% of a hospital's costs, making smart, data-informed workforce decisions is critical. HASC HR Services empowers hospitals with trusted benchmark reports, expert guidance and professional education to build and sustain high-performing teams.

As a statewide leader, HASC produces HR benchmark reports used by more than 300 hospitals across California. Through our comprehensive HR Surveys program, hospitals gain valuable insights into:

- Compensation trends for executive, management and staff-level roles
- Prevalent employee benefit practices
- Quarterly workforce trends including hiring, turnover and vacancies
- Labor union activity and presence statewide

The Education Department at HASC develops and delivers innovative learning opportunities that strengthen the health care workforce and support hospitals in advancing high-quality patient care. We partner with hospital leaders, subject matter experts and community organizations to design programs that address critical needs such as cybersecurity, revenue cycle, safety and other emerging industry issues. This effort includes managing large-scale training academies, workshops and webinars; cultivating partnerships with hospitals and community organizations; and ensuring that all education programs align with HASC's mission of supporting hospitals and the communities they serve.

In addition to data and education, HASC plays a vital role in workforce development, serving as an intermediary and convener to help hospitals address workforce challenges. We collaborate with hospitals, training providers and community stakeholders to identify barriers, expand training opportunities and build a strong pipeline of qualified health care professionals.



LEAD ACADEMY®

Intensive professional development programs to empower emerging health care leaders with effective communication, problem solving and collaboration-building skills. Advanced LEAD Academy offers deeper skill-building for managers who have completed LEAD or want to further develop their potential.



CHARGE NURSE EDUCATION SERIES

A series of courses that enable nurse leaders to build communication and conflict resolution skills, produce better outcomes, foster improved staff performance and increase patient safety across facility units and organizations.

PROFESSIONAL DEVELOPMENT AND EVENTS

HASC membership keeps you connected to a community of dedicated people successfully addressing change. Learn how to respond to health care reform challenges from organizational change experts and colleagues in classrooms, online and at networking events. Topics include physician realignment, leading quality-focused organizations, emergency management and more..



HASC ANNUAL MEETING

HASC's Annual Meeting has been called the can't-miss event for Southern California hospital leaders. Each spring, hundreds of CEOs and other executives gather to learn, share insights and work together toward a better health care future.

The conference features keynote sessions with renowned leaders and innovators on the leading edge of health care, along with breakout sessions offering practical takeaways. Topics include AI and technology, financial efficiency, behavioral health, health care workforce shortages, legislative updates and much more. Lively social events round out the time, including our signature Strolling Dinner and Sponsor Exhibit — a themed event with a wine and beer tasting, fun activities and the chance to discover new products and services for your hospital.

To learn more, visit hasc.org/annual or email annualmeeting@hasc.org.



MY SOCAL HOSPITAL HEROES

My SoCal Hospital Heroes celebrates the extraordinary health care workers who power Southern California hospitals every day. The program honors clinicians, support staff, volunteers and leaders whose compassion, innovation and dedication improve patient care and strengthen communities. Through member nominations and public recognition, HASC shines a spotlight on unsung heroes across its six-county region, elevating their stories, fostering pride and reminding the public that hospitals are more than buildings—they are people committed to healing today and for generations to come.

CEO MEETINGS, MEMBER COMMITTEES AND TASK FORCES

Hospital leaders meet to network, build partnerships and take action on issues and public policy affecting patients, hospitals and communities. These meetings and groups offer essential guidance to HASC staff and hospitals in areas including care delivery, reimbursement, behavioral health, emergency services and more.



HASCPAC



The Hospital Association of Southern California Political Action Committee (HASCPAC) is a key part of our advocacy strategy to support patients, hospitals and the communities we serve.

Unlike broader PACs, HASCPAC focuses specifically on local candidates—directing contributions to people early in their political careers so we can build strong relationships from the start. By supporting area leaders who understand the vital role hospitals play, we position ourselves to influence policies that impact health care at every level. Through HASCPAC, we're investing in the future of health care advocacy—one local partnership at a time.

HASCPAC is funded by contributions from hospital leaders and advocates throughout Southern California. We direct those funds to candidates who show strong commitment to supporting hospitals and health care needs in their communities. By prioritizing local races, we're able to engage emerging leaders early and build lasting partnerships that influence health policy.

HOW DO I JOIN?

To learn more and join HASCPAC, scan the QR code or visit hasc.org/hascpac.





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Carmela Coyle
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Ex-officio Member

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Central District CEO
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Transformation Officer
MemorialCare

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Kaiser Permanente,
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Brandi Cassingham, RN
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Center
Patient Care Administration

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Mission Community
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Payman Roshan
SVP/Area Manager
Kaiser Permanente
Orange County
Chair



Dan Brothman
Chief Executive Officer
Huntington Beach Hospital



Chad Lefteris
President/CEO
UCI Health

Inland Area



Darlene Wetton
Group Vice President
Southwest Healthcare
Chair



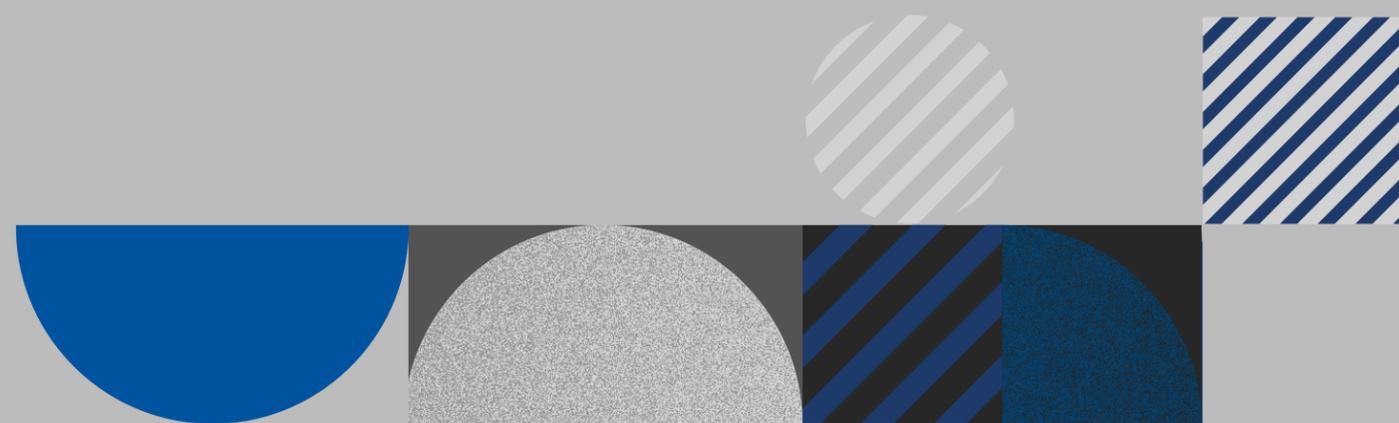
Evan Rayner
Chief Executive Officer
Bear Valley Community
Hospital



Michael Ditoro
Chief Executive Officer
Desert Regional Medical
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Andrew Goldfrach
Chief Executive Officer
Arrowhead Regional
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Chief of Advocacy
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Kristina Tran
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Senior Vice President
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Tammi McConnell
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Regional Vice President
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