



— ANNUAL REPORT —

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

ABOUT US



The California Association of Healthcare Leaders (CAHL) is an independent chapter of the American College of Healthcare Executives (ACHE). CAHL serves approximately 1,400 healthcare leaders throughout Northern and Central California. The chapter’s geographic footprint covers 50 of California’s 58 counties and extends as far south as Kern County and far as north to the Oregon border.

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A MESSAGE FROM OUR CHAPTER PRESIDENTS

We are pleased to share the 2021 California Association of Healthcare Leaders (CAHL) Annual Report. This has been a year of hope, change, frustration, and resignation to our circumstances and the Covid pandemic. With all this is going on, we have remained personally resilient and focused on leadership challenges of keeping abreast of our changing environment. To help our Chapter members, the CAHL Board focused its efforts during its 2021 strategic meeting on relevant topics and delivery of education to its members. We are committed to engage leaders, and future leaders, in events and activities that are relevant to your needs.

Thus far, 2021 has been an active year for CAHL. Highlights include: *Board of Governors Exam Prep Series* that was held virtually in collaboration with the San Diego Organization of Healthcare Leaders (SOHL) resulting in 14 new Fellows and 33 members with active applications. Fees paid to attend this series are being held in a fund to reimburse members who have taken the Board of Governors Exam.

The *Statewide College Bowl 2021* was held and hosted on April 30, 2021, by three California

Chapters, SOHL, CAHL, and the Health Care Executives of Southern California (HCE). Case competition by graduate students from across California came together via Zoom to compete for prizes offered by the Chapters. The *2nd Annual 2021 Student Career Resource Fair* is being held on August 21st where panels are compiled to provide students with insight on administrative fellowships, population health, executive leadership, and early career planning. Additionally, our *Higher Education Network*

coordinated school visits with California State University (CSU) Sacramento, CSU East Bay, and University of San Francisco, where healthcare leaders spoke on topics of leadership during COVID, career paths, and healthcare work experiences.

The *Haas Healthcare Conference* was held virtually on February 22 and is their signature event. This event allows us to introduce our professional organization to new graduates and colleagues in attendance. CAHL has participated in this event for five years.

Our *Learning from Leaders* series has hosted four events, one being in person, this year. These events allow participants to hear from leaders and participate in an interactive small group setting. Additionally, CAHL has produced several Networking and Face-to-Face (F2F) events virtually this year as the American College of Healthcare Executives (ACHE) has extended our ability to offer more virtual events thereby allowing CAHL to produce educational events on relevant topics that reach our members throughout our represented area. CAHL has also produced eight Qualified Education (QE) virtual events which includes our BOG Exam prep series. Topics at both our F2F and QE events ranged from *Situational Leadership to Healthcare Post COVID-Moving Beyond the Crisis and Transformation from the Pandemic: What Should Stay?*

Our CAHL Mentorship program has extended its number of mentors to 54 and conducted its *Spring Mentor Program* with 23 mentor pairings in a structured format for healthcare administration professionals to enhance their skills, knowledge, and education. Our Fall program is currently under way and we are excited to see the continued year over year program growth.

This was all brought to our membership in hopes of providing content that is relevant. Given the number of times we all need to pivot in a given week, it's important to focus on personal needs and professional development to assure we are thriving in our current state of healthcare delivery and not just surviving. Now that vaccinations are here and we are experiencing another peak wave of COVID-19 infections, we shouldn't fall into the waiting it out syndrome; trudging along on autopilot until it's over. If we fall into this mindset, we risk the loss of joy, passion, mental health, and productivity in both our personal and professional life. To thrive during challenging times, we need to build and cultivate resilience. Think in terms of flexibility and forgiveness, acknowledge uncertainty, focus on meaningful endeavors, and remaining active. Build your endurance and perseverance by identifying your greatest strengths and create a sense of purpose around which you can rally.

We encourage you, from a leadership perspective, to touch base frequently with your teams, incorporate optimism and recognition opportunities, be selfless, and above all, be deliberately calm. Help your team slow down, listen to what's going on around them, and practice humble inquiry. The ability to shift perspectives creates a platform from which the daunting can be downplayed to manageable. Lastly, removing the crisis factor and differentiating between urgent and important is a terrific exercise to help us focus and prioritize our responsibilities and deliverables. Through these exercises, we will be able to execute our duties while instilling trust and confidence in our teams and organizations.

As Presidential Representatives of CAHL, we are here to serve the needs of our membership through education, leadership, connection, and being the trusted partner in advancing healthcare management excellence. Further, we understand the importance of providing opportunities to develop through education both professionally and personally, networking and career development opportunities and expect to meet or exceed your expectations. As we close out this year, we want to express our gratitude to you for entrusting us with your needs and hope to continue bringing the high quality services our membership deserves.

In good health, safety and spirit,



Darrielle Ehrheart, FACHE
President



Michael O'Connell, FACHE
President-Elect



Kim Brown Sims, FACHE
Past President

MISSION & VALUES

Mission

Advancing our members by providing world-class lifelong professional growth through local educational programming, networking and mentoring

Vision

To be the premier professional society for healthcare leaders in Northern and Central California, advancing excellence in healthcare leadership and improving the lives of the communities we serve

Values

- › Promote high ethical standards and conduct
- › Foster diversity and inclusion
- › Generate pride and enthusiasm
- › Serve the community
- › Advance the mission of the ACHE

2020 CHAPTER OVERVIEW

Membership Statistics

| | |
|---------------------------------------|-------|
| Total Membership | 1,519 |
| Total Number of New Members | 255 |
| Total Number of Fellows | 251 |
| Total Number of Life Fellows | 100 |
| Total Members Who are Currently a CEO | 174 |

2020 Events

| | |
|-----------------------------|----|
| Total Number of 2019 Events | 29 |
| Face-to-Face Education | 6 |
| Networking | 6 |
| Qualified Education | 6 |
| Boards of Governor's | 5 |

2020 CHAPTER OVERVIEW YTD

Membership Statistics

| | |
|---------------------------------------|-------|
| Total Membership | 1,457 |
| Total Number of New Members | 215 |
| Total Number of Fellows | 239 |
| Total Number of Life Fellows | 102 |
| Total Members Who are Currently a CEO | 175 |

2020 Events

| | |
|-----------------------------|-----|
| Total Number of 2019 Events | 15* |
| Face-to-Face Education | 3 |
| Networking | 2 |
| Qualified Education | 5 |
| Boards of Governor's | 5 |

*As of 8/21/201

2020 HIGHLIGHTS

Board of Governors Exam Prep Series

Held virtually in collaboration with the San Diego Organization of Healthcare Leaders (SOHL) resulting in 14 new Fellows and 33 members with active applications. Fees paid to attend this series are being held in a fund to reimburse members who have taken the Board of Governors Exam.

Statewide College Bowl 2021

Held and hosted on April 30, 2021, by three California Chapters, SOHL, CAHL, and the Health Care Executives of Southern California (HCE). Case competition by graduate students from across California came together for the first time virtually.

Higher Education Network

Coordinated school visits with California State University (CSU) Sacramento, CSU East Bay, and University of San Francisco, where healthcare leaders spoke on topics of leadership during COVID, career paths, and healthcare work experiences.

CAHL Mentorship Program

Extended number of mentors to 54 and conducted the Spring Mentor Program with 23 mentor pairings in a structured format for healthcare administration professionals to enhance their skills, knowledge, and education.

CHECK US OUT ON



VOLUNTEER SPOTLIGHT

We are proud to recognize our members and volunteers on our Member Spotlight section on our chapter webpage. Know of a CAHL member who has gone above and beyond? Nominate them for the CAHL member spotlight by filling out the nomination form on our CAHL Chapter website.



Thu Nguyen

- Director of Strategic Projects, Stanford Health Care, Stanford Blood Center
- Sponsorship and Volunteer Recognition Member Outreach Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

Volunteering with CAHL has given me the opportunity to collaborate and learn from a lot of inspiring healthcare leaders from various organizations. I find it meaningful to support non-profit organizations with a great mission while building strong relationships with my fellow healthcare colleagues and community.

Why do you continue to volunteer with CAHL?

I continue to volunteer with CAHL because I think it is a great non-profit healthcare organization that is composed of great healthcare leaders that promote others to become better leaders and help to further advance healthcare.

Why did you choose a career in healthcare administration?

I chose a career in healthcare administration, as I feel it is the closest way I can make a difference in saving lives. I do hope to make a bigger difference as I continue on in my career.

What is a motto or quote that influences your leadership style?

I don't have an exact motto or quote that influences my leadership style, but I do believe in the saying, "Never say never, anything is possible". I like to drive change and push the boundaries to challenge my team and bring more innovation, strategy, and efficiency in healthcare.



Brenda Captain

- Care Coordinator/Administrator, UCSF Medical Center
- Higher Education Network (HEN) Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

CAHL has significantly impacted my growth and development in my professional and personal life. Over the last three years, I have gained a greater and deeper appreciation for healthcare executives and their profound leadership styles and role. As a volunteer for the Higher Education Network (HEN), I have set the margin high for my children and community, particularly, our youth and those that are experiencing socio-economic challenges, and yet have a desire to accomplish their career goals. I've learned effective communication, collaboration, problem-solving, and influence change through my trajectory

of volunteering for an extraordinary organization, CAHL. Despite these unprecedented times, my efficacy as an individual contributor develops competencies essential for effective leadership.

Why do you continue to volunteer with CAHL?

It is important as a new careerist to tap into the many resources available for the opportunity of career growth and development and to pass new knowledge on to others. I enjoy helping others and being a team player. CAHL consistently provides windows of opportunity for its members and communities through a variety of networking events, scholarships, panel discussions from healthcare executives, career workshops, and mentorship. Volunteering for CAHL has improved my skill set in leadership, team building, and problem-solving, which has allowed me to receive invitations of internships, special projects, and job leads among healthcare organizations. "We are not a team because we work together. We are a team because we respect, trust, and care for each other". One of my favorite quotes that define my continued effort of volunteering with CAHL. As a program student liaison for CAHL, I have been able to connect with directors and students from various colleges and universities, which has provided a

window of leadership experience and dedication.

Why did you choose a career in healthcare administration?

During my tenure journey in inpatient care, I have always wanted to serve the needs of people and influence change. My ultimate goal is to help ameliorate some silos in health equity, healthcare performance, and enhance the patient experience, especially those communities that experience health disparities, not by choice. My reflection in healthcare has provided me a platform to serve my communities and eventually to more closely align my interests and involvement in population health.

What is a motto or quote that influences your leadership style?

I am influenced by "no is the never the final answer, and faith unlocks the door to all possibilities. I am influenced by my mistakes because a leader is someone that recognizes their failure by growing and developing from those shortcomings. Leaders are individuals that inspire others to become visionaries through engagement and moralization. "Placing myself in the shoes of others" is another favorite saying, which provides acknowledgment, understanding, and compassion toward others that have common goals.



Nora Powers

- Director, Network Management at Aetna
- Committee: Advancement Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

This Chapter is amazing and brings together professionals from so many different sectors of our industry. I've been able to participate in so many activities beyond just my work with the Member Advancement Committee. These activities include being a judge for an ACHE College Bowl, and a guest speaker at several healthcare administration graduate & undergraduate programs through our Higher Education Network. I appreciate the opportunity to be a part of such a dynamic organization.

Why do you continue to volunteer with CAHL?

Participating in this Chapter is just one small way of giving back to my chosen profession. I consider it an honor and a privilege to be a part of such a fabulous Member Advancement Team that successfully advances CAHL's Vision, Mission & Values through helping ACHE members achieve their Fellow Credential.

Why did you choose a career in healthcare administration?

I began my healthcare career as a microbiologist in the public health sector and gradually moved into leadership roles with a broader focus on healthcare policies and initiatives. I get the best of both worlds by combining my clinical skills with my management

experience to positively impact healthcare quality and delivery.

What is a motto or quote that influences your leadership style?

"Leadership is not about you; it's about investing in the growth of others" – Ken Blanchard. I firmly believe in the value of investing time and energy in the people around us, both in our professional & private lives, to achieve the best results.



Laura Perez-Ehrheart

- CEO, Executive Consultant
- Epiphany Consulting Solutions
- Career Development & Transition Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

I have spent most of my professional life volunteering in some capacity, either in a working committee, as an organizer, leader, Chair or Board of Director's role. As a rule of thumb, I have a list of questions I ask myself before joining any affiliation to ensure I and the association are aligned in values, guiding principle, mission and vision. CAHL demonstrates the values and principles I believe in. The volunteers are what make CAHL what it is today. The passion, experience, and skills that are demonstrated everyday as we interact to make decisions, come up with innovative ideas and help to solve challenges as they come up is what makes being a part of the CAHL

community such a profound and meaningful experience for me. The partnership and meaningful friendships are just the icing on the cake.

Why do you continue to volunteer with CAHL?

I continue to volunteer because of the opportunities to get involved, learn and grow from other professionals. CAHL provides a great platform for personal and professional growth, knowledge of the health care industry and the opportunity to connect with a wide network of amazing people.

Why did you choose a career in healthcare administration?

Since youth, I have experienced family health issues and this has been a large driving force behind my focus on quality

of care, and a passion and vision for a healthy community. I'm a consultant to the healthcare industry and I bring a wide scope of knowledge that helps drive performance, strategies and leadership development across departments and units. Knowing that I make a positive impact and can influence change - there is nothing more fulfilling and meaningful than to engage and be of service to healthcare professionals, providing support, bringing experience and outside perspectives to the decision-makers and improve administrative health care issues/processes to improve the quality of patient safety and care.

A motto or quote that influences your leadership style

My credo: Lead, Learn and Listen...



Chad Zulueta

- Consultant, Strategic Projects
- Kaiser Permanente
- Higher Education Network (HEN) Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

Being a part of the Higher Education Network Committee, allows me to continue working with students to achieve their career goals and provide resources to those that need it. I understand how difficult it could be for students to find their career. I believe I wouldn't be where I am today if it wasn't for the handful of people that have provided advice and direction for me.

Why do you continue to volunteer with CAHL?

I enjoy getting to know and work with people outside of my company. I believe CAHL is a great resource for anyone from students to seasoned professionals to network and learn from each other.

Why did you choose a career in healthcare administration?

Growing up, I always knew I wanted a career in healthcare. My education in Public Health has lead me to focus on the healthcare administration route. I value improving the health of communities through changes in systematic policies and performance improvement. I want to have an impact on a larger scale and I believe a career in healthcare administration would allow me to achieve those goals.

A motto or quote that influences your leadership style

"Be a star in your role" - I highly value being a part of a team and I believe every person on a team brings unique skills and experiences. A good leader should always build on those traits so each team member could achieve their highest goals.



Sarah T. Khan

- CEO and Principal, Transformation Consulting
- KIG Inc.
- Local Programming Council (LPC) Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way? And why do you continue to volunteer with CAHL?

I continue to receive so much from CAHL members and leaders – personal and professional camaraderie, collaboration, and sponsorship. For this I am grateful, and I volunteer with CAHL to pay it forward. This year, in addition to membership in the East Bay LPC and CAHL Congress Planning Committee, I am honored to serve as a Mentor in CAHL's Mentoring program. I also moderated a panel discussion on Aug. 27th that offered F2F credits for CAHL members, and hope to find additional opportunities to give back.

Why did you choose a career in healthcare administration?

My mother is an internist with healthcare provider, and she has been my inspiration for as long as I can remember. I chose a career in healthcare administration because I wanted to amplify the contributions of brilliant, altruistic medical practitioners like my mom.

Please share a motto or quote that influences your leadership style.

I love quotes, mottos, and inspirational stories, and I have an abundance of them saved on my Pinterest boards. The mantra I am living by right now is “growth happens (or life begins) at the edge of your comfort zone”. This one

has been on my top 50 list for years and is especially relevant now as I adapt my consulting business and life to the new normal. I like to be deliberate about committing to action inspired by beautiful words; my current mantra has inspired me to stretch myself 2% outside my comfort zone at least once every day.



Sachin Gangupantula

- Founder & Director of Operations
- Valley Diabetes & Obesity
- Communications Committee & Annual Awards Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

I have been drawn to CAHL as an organization that embodies a spirit of volunteerism, with some of the contributors volunteering for over 10 years. In supporting the mission of CAHL, it has been an absolute pleasure working alongside peers and leaders, in thinking creatively, taking initiative and being passionate. Since joining CAHL in 2018, I have been part of the Communications committee and actively collaborated with other committees and leadership, built meaningful relationships and developed a great professional network.

Why do you continue to volunteer with CAHL?

CAHL gives me an opportunity to work

alongside an amazing team of volunteers and its leadership on several strategic initiatives that impact our healthcare industry. As a key member of the Communications committee, it gives me an opportunity to create visibility and outreach to highlight educational and professional advancement opportunities for our members. Planning and delivering on the Virtual educational series during the current pandemic has been well appreciated by our members.

Why did you choose a career in healthcare administration?

After having spent 20+ years as a Technologist, my foray into healthcare administration came about in part to support my Physician Wife's passion to improve the health of the community here in Modesto. We opened our solo practice in Central Valley in 2016 to help the underserved community manage

the dire impacts of Diabetes and Obesity. I am able to bring my entrepreneurial experience in growing the business, but also pay-it-forward through the clinic and CAHL. CAHL has been an invaluable partner in my growth as a healthcare leader.

Please share a motto or quote that influences your leadership style.

“Don't let other's opinions drown out your own inner voice. Have the courage to follow your heart and intuition.” – Steve Jobs. This has been my inspiration into healthcare and to do what feels right.



Fayola Edwards-Ojeba, MD

- Founder & CEO, RechargedMD
- Clinical Leadership Committee

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

From my very first networking event with CAHL, I felt welcomed and accepted by their organization. During this event, a number of members introduced themselves, and I was able to make connections right away. It made me feel that I was in a supportive environment and a valuable member of the group. Not only have they been inviting, but a helpful and collaborative resource to bring member ideas to life. CAHL continues to be a source of industry knowledge and has shared their platform to raise awareness of the critical issue of physician burnout.

Why do you continue to volunteer with CAHL?

It has been exciting to see the way that CAHL continues to grow its member base and industry initiatives. Their Justice, Equity, Diversity, and Inclusion initiatives (JEDI) are what really stands out to me. Being a woman of color in medicine, it's reassuring to know the organization prioritizes these important matters. I'm appreciative to be on a board where these issues are at the forefront of their mission and vision. With this in mind, I look forward to volunteering and moving the needle with their organization.

Why did you choose a career in healthcare administration?

As a general internist, I have had the honor to train at several top institutions, alongside some of the best physicians. This training taught me the skills to provide quality patient care. However, I also discovered a negative side to medicine – moral injury. It was through my own self-discovery and experience of physician burnout that I realized how

widespread the issue really was. After speaking with several colleagues, it was apparent that physicians needed better resources and systems-based solutions to physician burnout. This is what led me to starting RechargedMD. Through my work with RechargedMD, I hope to transform healthcare and bridge the gap between healthcare administrators and physicians. All in all, we want to create a better experience for physicians and patients alike.

A motto or quote that influences your leadership style.

A motto that I live by is to simply, “be kind”. Being in medicine, you see a lot of illness, grief, and strife. If you can be that one kind person and leave someone feeling cared for- it can make all the difference, especially during this challenging time. This same standard is what governs my relationships with my fellow colleagues and those I lead within RechargedMD. As physicians and community members, I encourage you to make a positive impact on someone's life.



Aemal Aminy

- Director, Security, Parking & Transportation; Alameda Health System
- Diversity and Inclusion Committee (D&I)

How has volunteering with CAHL contributed to your personal/professional life in a meaningful way?

Volunteering with the California Association of Healthcare Leaders (CAHL) has contributed to my life profoundly. On a professional level, volunteering with CAHL has afforded me the opportunity to work alongside influential healthcare leaders who share the same vision and desire to advance justice, equity, diversity, and inclusion in healthcare, concomitantly contributing to the advancements of healthcare's iron triangle for our communities. On a personal level, volunteering with CAHL provides me an intrinsic feeling that continuously inspires me to put in the work necessary to make healthcare accessible, safe, and inclusive for everyone.

Why do you continue to volunteer with CAHL?

I continue volunteering with CAHL because of my passion for healthcare. I believe that now, more than ever, is a vital time to ensure an emphasis is placed on addressing healthcare's deficiencies. By working side by side with impactful leaders and actively participating in important discussions that shape the community's health and our workplace environment – we are truly enhancing the lives of those we work with daily and have committed to serving in our profession. Volunteering with CAHL makes this possible.

Why did you choose a career in healthcare administration?

Healthcare administration wasn't my first career choice. I had a successful career in finance but transitioned to healthcare because I wanted to give back to the world and the community. At the end of each workday, I wanted to feel

like I had contributed to the world, that I made a positive impact on people's lives at a macro level. Any profession will provide you a paycheck and sustenance; however, there aren't many professions that make you feel wonderful about your daily contributions. Healthcare administration provides me the reassurance that I am helping people through my profession.

A motto or quote that influences your leadership style

“We need leaders who add value to the people and the organization they lead; who work for the benefit of others and not just for their own personal gain. Leaders who inspire and motivate, not intimidate and manipulate; who live with people to know their problems in order to solve them and who follow a moral compass that points in the right directions regardless of the trends.”

—Mary Kay Ash

A MESSAGE FROM OUR CHAPTER REGENT



ACHE Regent's Role
Regents are the elected representatives of ACHE members residing in a set geographic territory and are the primary liaison between ACHE, state and local ACHE Chapters, and healthcare associations in their jurisdiction. Regents are also the primary conduit for communications between ACHE higher education network student chapters (HEN) and ACHE. As the elected representatives of ACHE members, Regents serve as advisors within the ACHE governance structure to the Board of Governors.

Thank you for this humbling opportunity to contribute this message to the 2020 Annual Report of the California Associate of Healthcare Leaders. While we wish 2020 was forgettable, it will remain unforgettable. In 2020, CAHL was able to pivot in to the virtual setting to offer over 20 educational programming events, and continued to support the membership to provide relevant and timely content. It was quite the year full of many challenges faced by our profession, but also greater successes when we triumphed over those challenges.

To reiterate my sentiments to you over the past year: I am inspired by your fortitude, resilience, and indestructible spirit. You all still stand tall, with the compassion, humor, humility, devotion, and leadership that is part of your DNA. You continue to model these traits and more, ensuring that members of your community will still thrive.

The membership of CAHL has been leading by example by continuing to mentor, network, educate, and learn from each other. This ability to tap into the resources of our peers has not only improved the understanding of how different organizations have tackled the challenging landscape of healthcare in 2020, but has also resulted in collegial friendships and relationships that have only grown in 2021 (and will continue to grow for many years to come!)

While the affiliation and strong leadership of ACHE continues to buoy, support, and drive advancements across the field of healthcare as well as CAHL, it is the membership of CAHL that truly makes our Chapter one of the strongest across all of ACHE. Thank you for being the anchor for me, for each other, and for the patients, families, and constituents you all serve. It is with this sentiment that I offer a deep and soulful gratitude to all that you do, day-and-night, for your profession, for your communities, and for yourselves.

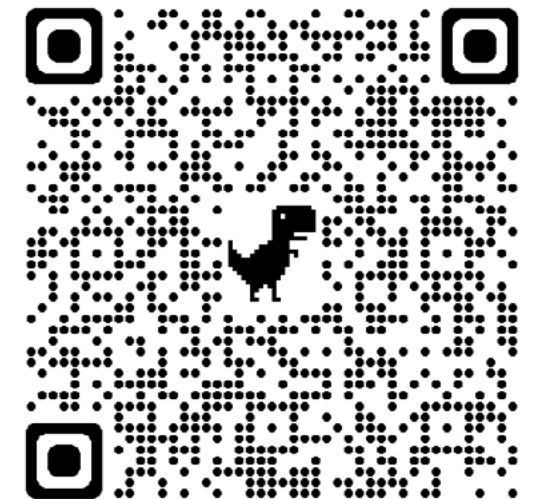
Baljeet S. Sangha, FACHE
Regent for California - Northern & Central
Chief Operating Officer
Deputy Director
San Francisco Health Network
San Francisco Department of Public Health
Baljeet.Sangha@sfdph.org

VOLUNTEER FOR CAHL

The California Association of Healthcare Leaders (CAHL) is entirely run and operated through the service and generosity of our volunteers. From out board members to committee members, we appreciate all those who have made the commitment to devote their time, efforts, and passions to contribute to CAHL.

In addition to furthering a cause that you are passionate about a wonderful networking opportunity, volunteering with local chapter counts towards one of the requirement for Fellow Recertification – Participation in Healthcare activities!

- Volunteer Committees
- Advancement
- Career Development & Transition
- Clinical Leadership
- Communication
- Diversity and Inclusion
- Finance & Audit
- Higher Education Network
- Local Programming Councils
- Military Outreach
- Sponsorship Committee
- Volunteer Recognition & Member Outreach



2020 COMMITTEE LEADERSHIP & BOARD MEMBERS

Executive Team and Nominating Committee

| | |
|---------------------------------|--|
| Darrielle Ehrheart, FACHE | President |
| Shaunna Taylor, FACHE | Secretary |
| Kimberly Bleichner-Jones, FACHE | Treasurer, Finance Chair |
| Michael O'Connell, FACHE | President-Elect |
| Kim Brown Sims, FACHE | Immediate Past President |
| Tamara Dilbeck Board and | Administrative Assistant (CAHL and HCE, supports Exec additional Board functions) |
| Baljeet Sangha, FACHE | ACHE Regent (CA Northern and Central) |
| Luis Fonseca, FACHE | ACHE Regent at Large (District 5) |

Board of Directors and Committee Chairs

| | |
|--|---|
| Kimberly Bleichner-Jones, FACHE | Finance |
| Nikil Singal (Co-chair) Navi Atwal (Co-chair) | Chapter Programming/Annual Awards |
| David Akinsanya, FACHE (Co-chair) Lillian Chan (Co-chair) | LPC - Bay Area |
| Gary Krboyan (Co-chair) Jeff Logan, FACHE (Co-chair) | LPC - Central Valley |
| Sarah Khan (Co-chair) Abraham Cicchetti (Co-chair) | LPC - Sacramento |
| Michelle Nguyen (Co-chair) Laura Hill-Timmerman, FACHE (Co-chair)* | Volunteer Recognition & Member Outreach |
| Micheal Angelillio (Chair) | Audit |
| Laura Perez Ehrheart (Co-chair) Andrew James (Co-chair)* | Career Development and Transition |
| Joleen Lonigan (Co-chair) Dr. Fayola Edwards-Ojeba (Co-chair) | Clinical Leadership Committee |
| Shalisha Maddela (Co-chair)* Sachin Gangupantula (Co-chair) | Communications (Social Media, Star Chapter, Newsletter) |
| Kelly Flannery, FACHE (Co-chair) Aemal Aminy (Co-chair)* | Diversity and Inclusion |
| Jason Lee (Co-chair) Alice Nguyen (Co-chair) Julia Stoner (Co-chair) | Higher Education Network |
| Kim Panzuto, FACHE (Co-chair) Col Nathan Kellett (Co-chair) | Military Outreach |
| Regent - Baljeet Sangha, FACHE (Chair) | Regents Advisory Council |
| Mike Brokloff (Co-chair) Thu Nguyen | Sponsorship |
| Sherie Ambrose, FACHE (Co-Chair) Nora Powers, FACHE (Co-Chair)* | Strategic Outreach / Member Advancement |
| Rachel McKinney, FACHE (Co-Chair) | Strategic Outreach / Senior Executive Engagement |
| Mohit Gulati | Data Champion |

*Holds Leadership Role, not formally placed on CAHL-ACHE Board of Directors

COMMITTEES

Career Development and Transition Committee

The Career Development and Transition provides support and resources for members at all levels of their career – the early-careerist, mid-careerist, senior-level executive, and person in transition.

Laure Perez Ehrheart, FACHE (Co-Chair)
David Bettencourt (Co-Chair)

Clinical Leadership Committee

The Clinical Leadership Committee's purpose is to further expand clinical leadership membership and participation in CAHL by adding value to existing CAHL events through CEU approved events and engagement with our clinical leaders.

Joleen Lonigan, FACHE (Co-Chair)
Dr. Fayola Edwards-Ojeba (Co-Chair)

Communication Committee

The Communication Committee strives to ensure CAHL's members are informed and connected to events, updates, and member benefits. The chapter communications platforms are also critical paths for our committees to foster two-way communication with our members and Fellows.

Eric Johnson (Co-Chair)
Christina Slee, FACHE (Co-Chair)

Diversity and Inclusion Committee

The Diversity and Inclusion Committee aims to pursue excellence in providing education and networking events around diversity, inclusion, and equity. The Committee works to strengthen relationships between CAHL and other affinity groups through the creation of partnership agreements and shared professional events.

Luis Fonseca, FACHE (Chair)

Executive Committee

The CAHL Executive Committee is composed of the following Board officers: President, President-Elect, Immediate Past President, Treasurer, Secretary, and Regent. This group is responsible for planning, development, and ongoing execution of the CAHL Strategic Plan in partnership with the rest of the CAHL Board, Committee Chairs and Co-Chairs and chapter volunteers. This group takes a leadership role in the planning of the CAHL Annual Meeting, Strategic Planning, Board Orientation, monthly Board meetings and, together with the Regent, overseeing the nomination process for new board members.

Kim Brown Sims, FACHE
Darrielle Ehrheart, FACHE
Melanie Toutai
Kimberly Belichner-Jones, FACHE

Nominating Committee

Baljeet Sangh, FACHE
Luis Fonseca, FACHE
Darrielle Ehrheart, FACHE
Kim Brown Sims, FACHE

Finance & Audit Committee

The Finance Committee is responsible for providing direction, review and control over chapter's financial status and reporting. The Audit committee (Finance subcommittee) ensures an annual audit is completed and reported upon to the Board and any identified action items are addressed appropriately.

Michael Angelillo (Chair, Audit Committee)

Higher Education Network Committee

The Higher Education Network Committee reaches out and connects with local graduate and undergraduate programs in health management to encourage student membership and involvement in the local chapter.

Jason Lee (Co-Chair)
Rachel Faber (Co-Chair)
Alice Nguyen (Co-Chair)

COMMITTEES

Local Programming Councils

(Bay Area / Central Valley / Sacramento)

The three Local Programming Councils, anchored by major metropolitan areas, are charged with developing and organizing educational and networking programming across the chapter.

David Akinsanya, FACHE (Co-Chair)
Lillian Chan, FACHE (Co-Chair)
Gary Krboyan (Co-Chair)
Jeff Logan, FACHE (Co-Chair)
Ryan Peck (Co-Chair)

Member Advancement

The Advancement Committee engages members through education and outreach. The committee encourages and supports eligible members in becoming certified in Healthcare Leadership and a Fellow in the American College of Healthcare Executives. CAHL conducts several all-day Saturday workshops throughout the year to prepare members for success with the Board of Governors Exam.

Michael Brokloff, FACHE (Co-Chair)
Jaclyn Maples (Co-Chair)

Military Outreach Committee

The Military Outreach Committee reaches out and connects with military, Veterans Administration and veteran colleagues to encourage membership and involvement in the local chapter.

Ruth Cieri, FACHE (Co-Chair)
Lieutenant Colonel John DeCatlado (Co-Chair)

Senior Executive Engagement Committee

(Regent's Advisory Council)

The Senior Executive Engagement Committee is comprised of senior level c-suite individuals and other executives across the CAHL region who work together with the Regent to: 1) raise the visibility of CAHL programming specific for the executive audience, 2) encourage mentoring and speaking opportunities for our senior careerists to provide learning opportunities for our early careerists and mid-careerists, 3) develop networking and education opportunities to bring our senior executives together with other members through relevant and thought-provoking programming and 4) advise the Regent and chapter on further opportunities based upon feedback from senior executive peers.

Regent – Baljeet Sangha, FACHE

Sponsorship Committee

The Sponsorship Committee is responsible for increasing visibility of CAHL throughout the membership demographic and securing financial support for educational and professional offerings.

Todd Bartlett (Chair)

Volunteer Recognition and Member Outreach Committee

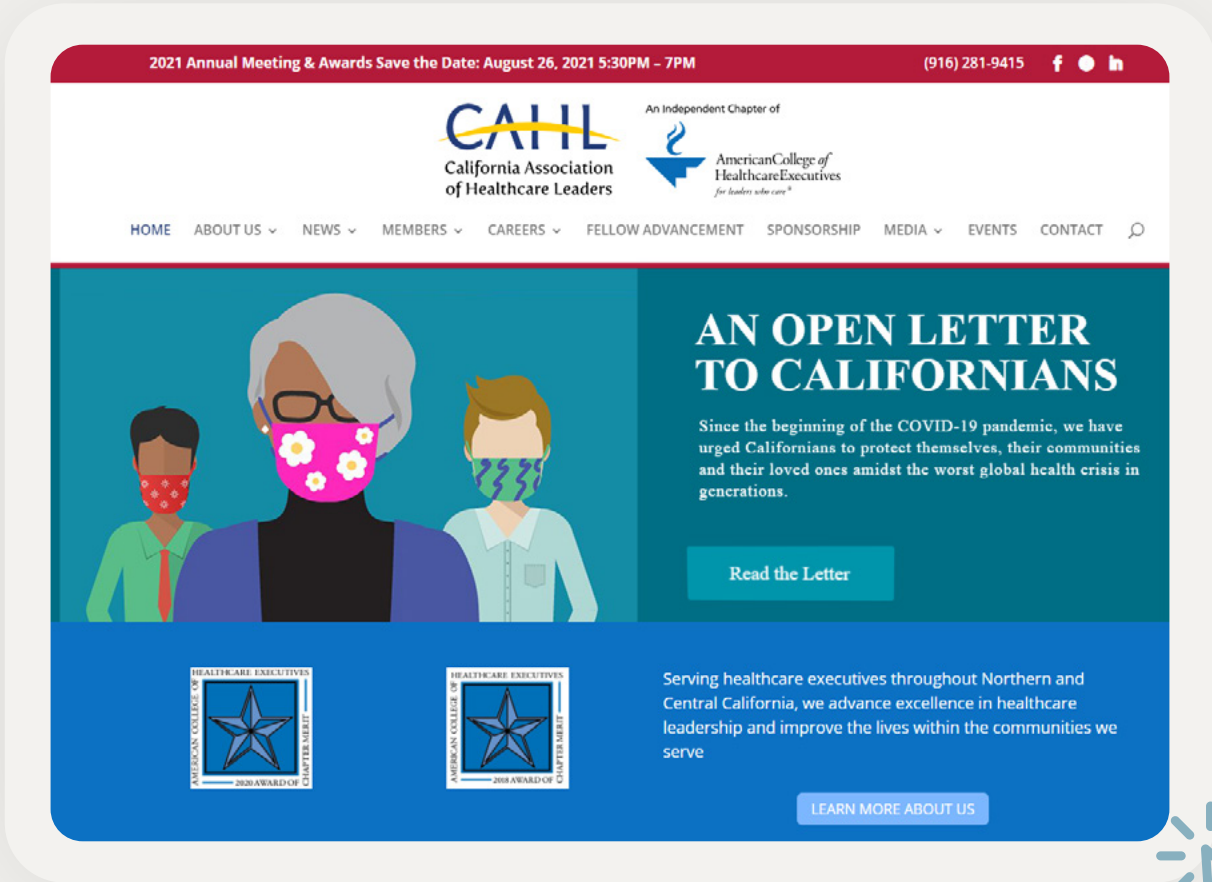
The Volunteer Recognition and Member Outreach Committee provides resources to potential and current volunteers to ensure their volunteer experience is meaningful and impactful. The Committee is responsible for recruitment and engagement with our current and future ACHE members and Fellows, onboarding and placement of our volunteers and overseeing the Volunteer Recognition Program for CAHL's Annual Meeting.

Laura Hill Timmerman, FACHE (Chair)

2020 ACHE NATIONAL COMMITTEE REPRESENTATIVES

| | |
|-----------------------------|--------------------------------------|
| Fayola Edwards-Ojeba | Physician Executives Forum Committee |
| Kelly Flannery, FACHE | LGBTQ Forum Committee |
| Luis Fonseca, FACHE | Voluntary Giving Committee |
| Sachin Gangupantula | Book of the Year Award Committee |
| Laura Hill Timmerman, FACHE | Chapters Committee |
| Baljeet S. Sangha, FACHE | Finance Committee |
| Nikhil Singal | Article of the Year Awards Committee |
| Kim Brown Sims, FACHE | Examination Committee |

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