

CURRICULUM VITAE

ARTHUR S. SHORR, FACHE

PROFESSIONAL EXPERIENCE:

Arthur S. Shorr & Associates, Inc., Consultants to Healthcare Providers Los Angeles July 1983 - Present
President

Founded in 1983, Arthur S. Shorr & Associates, Inc. is a management consulting firm specializing in providing Strategic Planning, Operational Consulting and Business Practice services to Health Care Providers, including but not limited to: Hospitals, Medical Groups and Physicians. These services include:

- Strategic Planning
- Board and Medical Staff Retreats
- Strategic Medical Staff Business Development
- Managed Care Organizational Strategies
- Physician/Hospital Relationships
- Medicare Compliance Planning & Audits
- JCAHO Regulatory Compliance Review
- Risk Prevention Analysis
- Practice Acquisition and Sales
- Medical Staff Economic Grand Rounds
- Interim Practice Management
- Operational Consulting

Cedars-Sinai Medical Center Los Angeles May 1980 - January 1984
Chief Operating Officer, Senior Vice President for Administration

Cedars-Sinai Medical Center is the largest acute care voluntary hospital west of the Mississippi. As Chief Operating Officer of this major teaching Medical Center, was responsible for all operating activities on the Medical Center Campus, including 6500 employees and an operating budget in excess of 300 million dollars; appointed as a voting member of the Board of Trustees.

Mount Sinai Medical Center Milwaukee, Wisconsin, May 1976 - April 1980
Administrator & Chief Operating Officer

Mount Sinai Medical Center is a 450 bed community based, major teaching affiliate of the University of Wisconsin Medical School, Madison, and the Medical College of Wisconsin, Milwaukee, Wisconsin.

As Administrator and Chief Operating Officer was responsible for all day to day operational activities of the Medical Center was responsible for an employee complement in excess of 1600, and an operating budget in excess of 90 million dollars. From June 1, 1976 to February 1, 1977, served as Interim President and Chief Executive Officer while this position was vacant.

Hutzel Hospital, The Detroit Medical Center Detroit, Michigan 1969 - 1976
Assistant Director of Patient Services 1973 - 1976

- Professional Services
- Nursing Services

Assistant Director 1970 - 1973
Administrative Resident 1969 - 1970

EDUCATION:

M.B.A.: Health Care Administration, The George Washington University, Washington, D.C., 1970

Administrative Residency: Hutzel Hospital, Detroit, Michigan, 1969-1970

Bachelor of Science: Brooklyn College-City University, State of New York, 1967 - Major: Accounting, Economics

ACADEMIC APPOINTMENTS:

University of Southern California: School of Policy, Planning and Development; Graduate Program in Health Care Administration: Associate Clinical Professor: 1995 - 2009
Adjunct Faculty: 1984 - 1994
Residency Advisory Committee: 1981 – 2004
Preceptor, Mentor: 1983 - Present

The George Washington University: School of Public Health & Health Services
Assistant Professorial Lecturer of Health Services Management & Leadership: 2004 - present
Adjunct Lecturer: 1992 – 2003
Executive in Residence: 2004 - present

University of Wisconsin: Adjunct Faculty: Program in Health Care Administration, 1977-1980

University of Southern California: Clinical Instructor: School of Pharmacy, Programs in Health Care, 1980-84

UCLA: Lecturer: Graduate School of Business, Medical Marketing Association, March 1984

Wayne State University: Instructor: College of Lifelong Learning, 1973-1976

APPOINTMENTS AND AFFILIATIONS:

American College of Healthcare Executives:

Student Associate	1968 - 1970
Member	1970 - 1973
Diplomate	1973 - 2000
Fellow	2000 – present
Public Policy Committee	1999 – 2002
Regents Advisory Committee	1994 – 2008
Field Test Task Force:	
Health Leadership Alliance Competency Directory	2005
Editorial Advisory Committee	2010 - present

Medical Practice Compliance Alert: Editorial Advisory Board 2001 - 2007

Healthcare CFO Report: Editorial Advisory Board 1999 – 2007

Healthcare Computing & Telecommunications: Consulting Editor 1982 – 1984

Computers in Health Care: Executive Advisory Board 1982 - 1985

American College of Medical Quality:

Member, Advisory Panel, National Ethics Committee 1997-2002

The George Washington University:

Distinguished Alumni of the Year Award 2004

Conejo Valley Critical Access Hospital Planning Taskforce:

Co-chairman 2004 - 2005

TRUSTEESHIPS:

- Cedars-Sinai Medical Center, Los Angeles, California. May 1980 - December 1983
- Charter Community Hospital, Hawaiian Gardens, California. Member, 1984-1985
- Imagination Workshop, Westwood, California, 1985-1988
- Jewish Homes for the Aging of Greater Los Angeles, 1985-1990
- Mad River Community Hospital, Arcata, CA, October 2006-present
- American Hospital Management Corporation, Arcata, CA, October 2006 - present

PUBLICATIONS:

- Hospital Negligence: Legal and Administrative Issues.** Thomson Reuters. October 2009.
- The Role of the Chief Executive Officer in Maximizing Patient Safety.** Healthcare Executive. March/April 2007
- Planning for Retirement: A Winning Strategy for Selling Your Medical Practice.** MD News March 2007
- Splitting the Financial Pie.** Southern California Physician. August 2005
- In the Defense of Hospitals: Taking the High Road.** Trustee: Journal of The American Hospital Association April 2002
- Billing Fraud-and-Abuse: Assessing Your Practice Risks.** The SCPIE Companies, Medigram 2002
- Billing Fraud-and-Abuse Compliance Audit: Key Risk Areas.** The SCPIE Companies, Medigram 2001
- Billing Fraud-and-Abuse Compliance Audit: Is Your Practice Ready?** The SCPIE Companies, Medigram 2001
- Has Nursing Lost Its Professional Focus?** Nursing Administration Quarterly, Fall 2000
- The Doctor's Practice Management Doctor,** M.D. News, June 1997
- The Solo Practitioner: Dying Species or a New Breed? Welcome to Health Care 1997!** M.D. News, March 1997
- Appraising Medical Practices,** Physician Recruiter, September 1995
- The Solo Practitioner: Dying Species or New Breed?** Medical Staff News Cedars-Sinai Medical Center, Spring 1992
- Restructuring Your Practice to Meet the Challenges of the '90s,** Progress Notes, College Hospital Costa Mesa, May 1991
- Mergers and Acquisitions: Why Some Work When Others Fail,** Health Care Strategic Management, November 1988
- Industrial Medicine Clinics: Making the Right Acquisition Decision,** Health Care Strategic Management, Vol. 6, No. 10, October 1988
- The Long-Term Benefits of Helping Physician Groups with Strategic Planning,** Health Care Strategic Management, Vol. 6, No. 8, August 1988
- Part III: The Physician/Hospital Joint Venture: Developing a Win/Win Strategy for Success - Structuring and Negotiating the Deal,** Health Care Strategic Management, Vol. 5, No. 8, August 1987
- Acquiring Medical Practices: Protecting the Physician's Interest,** LACMA Physician, Vol. 117, No. 10, June 1, 1987
- Part II: The Physician/Hospital Joint Venture: Developing a Win/Win Strategy for Success - Joint Venture Strategies and Considerations,** Health Care Strategic Management, Vol. 5, No. 5, May 1987
- Personal Interview,** Computers in Health Care, 1982
- Practice Acquisition: To Buy or Not to Buy,** Healthcare Forum Journal, Vol. 30, No. 5, September/October 1987
- Part I: The Physician/Hospital Joint Venture: Developing a Win/Win Strategy for Success - The First Step: Developing the Environment,** Health Care Strategic Management, Vol. 5, No. 2, February 1987
- Attracting MDs Through Sponsored Management Services,** Newsbrief, Southern California Chapter Healthcare Financial Management Association, October/November 1986
- Beginning a Materials Management Program,** Hospital Purchasing Management, February 1981
- Employee Accountability: Are You Getting What You Paid For?** Computers in Health Care, February 1983
- How To Prepare For Prospective Reimbursement: Development of a Comprehensive Management Information System for Personnel Utilization, Budget and Control,** Hospital Topics, Vol.53, No. 2, March/April 1973
- How to Take a Hospital to the Cleaners,** Hospitals, J.A.H.A., Vol. 45, August 16, 1971

PRESENTATIONS:

Evaluating Corporate Negligence in Acute Care Hospitals

TASA Webinar. 10/10

Sexual Assault in Acute Care Hospitals and Nursing Homes

The Crime Victim Bar Association, New Orleans. 9/10

The CEO's Role in Maximizing Patient Safety and Avoiding Litigation

American College of Healthcare Executives, 2010 Congress on Healthcare Leadership, Chicago. 3/10

The Role of the CEO in Maximizing Patient Safety: A New Paradigm for Medical Staff Oversight

Hebrew University, Braun International School of Public Health. Jerusalem, Israel. 12/09

The Role of the CEO in Preventing Sham Peer Review

University of California, Irvine; UCI Medical School & Paul Merage School of Business, 7/09

The Role of the CEO in Maximizing Patient Safety

American College of Healthcare Executives, 2009 Congress on Healthcare Leadership, Chicago. 3/09

The Role of the CEO in Maximizing Patient Safety: Back to Basics

Health Care Executives of Southern California, Los Angeles. 12/08

Corporate Negligence in Acute Care Hospitals: Understanding the Continuum of Accountability From the Chief Executive Officer to Front Line Managers.

American College of Healthcare Executives Webinar, 9/08

The Role of the CEO in Maximizing Patient Safety: An Ethical Framework

Hebrew University, Braun International School of Public Health. Jerusalem, Israel. 4/08

The Role of the CEO in Maximizing Patient Safety

American College of Healthcare Executives, 2008 Congress on Healthcare Leadership, Chicago, 3/08

Sexual Assault in Nursing Homes

American Association for Justice, Chicago, 07/07

Maximizing Patient Safety from a CEO Perspective

Hospital Association of South Africa, 2007 Annual Conference, Stellenbosch, South Africa 6/07

Trends in Acute Care Hospitals in the United States

Hospital Association of South Africa, 2007 Annual Conference, Stellenbosch, South Africa 6/07

The Role of the CEO in Maximizing Patient Safety.

American College of Healthcare Executives, 2007 Congress on Healthcare Leadership, New Orleans 3/07

Operational Productivity: Maximizing the Value of Private Practice

Osteopathic Physicians & Surgeons of Southern California, 46th Annual Convention, Palm Springs 2/07

Planning for the Paperless Office

Osteopathic Physicians & Surgeons of Southern California, 46th Annual Convention, Palm Springs 2/07

The Role of the CEO in Effective Medical Staff Peer Review

Semmelweis Society International, Inc., National Meeting 2006; Washington DC 5/06

The Role of the CEO in Maximizing Patient Safety

American College of Healthcare Executives, 2006 Congress on Healthcare Leadership, Chicago 3/06

The Role of the CEO in Maximizing Patient Safety

Healthcare Executives of Southern California, Riverside 1/06

Understanding Institutional Negligence: Hospitals and HMOs

Medical Skills Trial College: Phoenix 2/05

Tracking Accountability Up & Down the Corporate Tree

National College of Advocacy, Montreal 10/04

Role of the CEO in the Management Accountability Process: A View From the Courtroom

Health Care Executives of Southern California, Los Angeles, 7/04

Governance & Hospital Liability

Los Angeles Chapter, American Association of Legal Nurse Consultants, Pasadena 6/04

Private Practice of Medicine, 2004: The Transition From Academic Medicine

Cedars-Sinai Medical Center, Medical Staff & House Staff Alumni Association, Los Angeles 5/04

Corporate Strategic Planning Retreat

Aspen Education Group, LaJolla, CA 1/04

Maximizing the Value of Private Practice

Fall Symposium: Infectious Disease Association of California, 10/03

Issues & Dynamics Impacting the Private Practice of Medicine

Cedars-Sinai Medical Center, Medical Staff & House Staff Alumni Association, Los Angeles 5/03

Institutional Negligence: Hospitals and HMOs

Medical Skills Trial College, Tampa 1/03

Credentialing and Granting Hospital Practice Privileges: The Duties and Responsibilities of the Hospital.

National College of Advocacy, Las Vegas 10/02.

EMTALA Update

American Association of Legal Nurse Consultants. Indianapolis 4/02.

Elements of Accountability: Evaluating the Hospital's Role in Birth Trauma Litigation

ATLA Birth Trauma Litigation Group, 2/2002

Hospital Liability in Medical Malpractice Cases: Administrative Negligence with Medical Consequences

National College of Advocacy, 10/2001

The Unlimited Future of Healthcare in the 21st Century, From a Healthcare Administrator's View

Keynote Address: Alpha Epsilon Delta, University of Southern California, Los Angeles 2/01.

Contemporary Issues in Hospital Medical Staff Credentialing & Privilege Granting

National College of Advocacy, Rohnert Park, 10/2000

Hospital Governance & Liability: Understanding Liability Pathways

Illinois Trial Lawyers Association, 9/2000

Hospital Governance & Liability: Understanding Liability Pathways

San Francisco Trial Lawyers Association, 8/2000

Strategic Planning

American Medical Group Association, Boston 10/99

Practice Management Options and Opportunities for Effective Cost Management and Customer Satisfaction

Saint Barnabas Institute for Physician Leadership, New Jersey 5/99

Utilization Management: A Historical Context From the Physicians Perspective

George Washington University School of Public Health, Washington D. C. 10/98

Contemporary Issues in Hospital Liability

Technical Advisory Service for Attorneys, Blue Bell, PA 10/98

Contemporary Issues in Managed Care - The Impact Upon the Practitioner in the United States

Hebrew University/George Washington University - Joint Program in Public Health, Israel 5/98

Governance and Hospital Liability: Understanding Liability Pathways

American Association of Legal Nurse Consultants, Dallas 4/98

Key Developments in Healthcare Delivery in USA

Australian General Practice Panel, Canberra, Australia 3/98

Surviving, Thriving, or ?? Under Managed Care: You Have a Choice

George Washington University School of Public Health, Washington, D. C. 10/97

Understanding the Role of the Hospital Administrator and Board of Directors in Maintaining Community Standards

Technical Advisory Service for Attorneys, Blue Bell, PA 2/97

Patient Management Implications of Managed Care

Annual Meeting of the Medical Staff, Monterey Park Hospital, 12/96

The Strategic Role of Hospitals and Physicians in Creating Successful Integrated Delivery Systems

Visiting Professor, Managed Care Colloquium, George Washington University Graduate School of Public Administration, Washington, D.C. 10/96

Implications of Managed Care/Capitation on Physician Practice

Medical Group Management Association, Las Vegas, NV 9/96

The Potential to Create Regional Branded Delivery Systems: Challenges to the Investor-Owned Hospital

Annual Corporate Regional Strategic Planning Retreat for CEO's and Key Administrative Staff, ORNDA Hospital Corporation, 8/96

Theories of Liability Against a Hospital in an Orthopedic Implant Case

Association of Trial Lawyers of America, 7/96

Preparing for Success: The Role of the Community Hospital

Board of Trustees Annual Strategic Planning Retreat, Panorama Community Hospital, 5/96

Overcoming Practice Merger Hurdles to Ensure Success and the Bottom Line

The American College of Medical Staff Development, 4/96

How to Merge or Acquire Practices Without Losing Your Shirt

The American College of Medical Staff Development, 4/96

Working With Physicians: Building Relationships and Alliances

Visiting Professor, George Washington University Graduate School of Public Administration 11/95

Key Economic and Organizational Elements Necessary in Developing Successful Integrated Delivery Systems
American Academy of Medical Administrators 11/95

Understanding the Psychology, Needs and Wants of Physicians in the >90s and Beyond
American Association of Health Care Consultants 10/95

Reducing Costs, Right-Sizing and Reorganizing to Improve Market Value
The Alliance for Healthcare Strategy and Marketing 10/95

The Legal and Working Relationships Between Board, Physician and Hospital
American Association of Legal Nurse Consultants 9/95

Thriving Under Managed Care
The National Association of Physician Recruitment and Retention, Seventh National Symposium 9/95

Overhead Expense Reduction Through Right-Sizing and Reorganization
National Institute of Physician Recruitment & Retention, Practice Management for Non-Clinical Administrators 7/95

The Economics of Private Practice in an Integrated Delivery System
Parkview Health Systems MSO 7/95

The Economics of Private Practice in an Integrated Delivery System
Parkview Health Systems PHO 6/95

Thriving Under Managed Care: Keys to Developing a Progressive Integrated Delivery System
The National Institute of Physician Recruitment & Retention, The 6th National Symposium 5/95

Medical Practice Consolidation for Specialists
Hoag Memorial Hospital 12/94

The Private Practice of Medicine - the Evolution of Medical Care Organizations in the 90's
California Society of CPA's 10/93

Physician - Hospital Relationships: Raising the Unpopular Questions
Healthcare Executives of Northern California 7/93

Positioning Your Practice for Maximum Value in the 90's
Hoag Memorial Hospital 3/93

Why Physicians and Groups Seek Affiliation "Mergers"
Main Line Health System of Pennsylvania 11/92

Succession Planning for Medical Practices
California Society of CPA's 10/92

Strategic Medical Staff Business Development: Census and Revenue Enhancement Strategies for the 90's
The Physician Relations Group 10/92

Valuing and Buying a Practice: Opportunities for Growth and Integration
Osteopathic Physicians and Surgeons of California 9/92

Medical Economics in the 90's: Is the Solo Practitioner Going to Exist?
Granada Hills Community Hospital 6/92

How to Increase the Value of Your Practice

United Western Medical Centers 5/91

Specialty Service Marketing

The National Association of Private Psychiatric Hospitals 4/87

You and Your Medical Staff: Allies or Adversaries?

Southern California Healthcare Marketing Association 3/87

The Evolution of The Acute Care Hospital Sector through the Next Decade

American Hospital Supply Corp. Hospital Applied Research Division 11/83

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