



National
Association
of Public
Hospitals
and Health
Systems

Integrated Delivery Systems in the Age of Health Reform

2010 NAPH Fellows Program



2010 NAPH Fellows Program: Learning Session #1, June 21-25

Faculty Biographies

Marc A. Bard, MD | Chief Innovation Officer
Navigant Healthcare Consulting
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Marc Bard is Chief Innovation Officer in Navigant's [Healthcare](#) practice, a nationally regarded expert on physician leadership effectiveness, change management, and organizational design. Dr. Bard is a Board-certified internist who now serves as a strategy and leadership consultant. He consults with leading academic medical centers, faculty practices, medical groups, community hospitals, and individual healthcare executives, focusing on [physician integration and clinical program strategies](#) as well as [performance improvement](#).

With a distinguished career as a clinician and physician executive, Dr. Bard practiced internal medicine for eighteen years at Harvard Community Health Plan, and served as Chief of Internal Medicine and Director of Medical Staff Development. Dr. Bard oversaw its transition from one of the first and best staff-model HMOs through controversial mergers with MultiGroup and Pilgrim Health Care that eventually transformed it into Harvard Pilgrim Health Care, the #1 ranked healthcare plan in the US as reported by U.S. News and World Report. His role in integrating HCHP's employed-physician model with MultiGroup's and Pilgrim's very different structures gave Dr. Bard unique insight on the relationships between physicians and the organizations. In 1997, he founded The Bard Group, LLC, consulting with hospitals, health systems, medical practice groups, and academic health centers to implement organizational change-creating new physician organizations and relationships that allow for effective operational, clinical, and financial improvement.

Patricia A. Gabow, MD | Chief Executive Officer
Denver Health
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Patricia Gabow serves as Chief Executive Officer of Denver Health. She is also a Professor of Medicine in the Division of Renal Disease at the University of Colorado School of Medicine. Dr. Gabow joined the staff of Denver Health and Hospitals in 1973 as Chief of the Renal Division. In 1981 she became Director of the Medical Service. She became Deputy Manager of Medical Affairs in 1989 and Manager (CEO) of DHH in 1992.

Dr. Gabow is a member of numerous professional societies and is the recipient of numerous awards and professional distinctions including the American Medical Association's Nathan Davis Award for an Outstanding Public Servant; the University of Colorado's Florence Rena Sabin Award and has been inducted to Colorado's Women Hall of

Fame. She has been named as one of the top 25 women in health care, one of the top 50 physician executives, and one of the 100 most powerful people in American health care. She is recipient of the 2008 National Center for Healthcare Leadership Award and has authored over 150 articles and book chapters.

Dr. Gabow received her undergraduate degree from Seton Hill College, and her MD Degree from the University of Pennsylvania School of Medicine. She trained in Internal Medicine at the Hospital of the University of Pennsylvania, Philadelphia, Pennsylvania and Harbor General Hospital in Torrance, California. She received further training in Nephrology at San Francisco General Hospital and the Hospital of the University of Pennsylvania.

Larry S. Gage | President
National Association of Public Hospitals and Health Systems
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In 1981, Larry Gage founded the National Association of Public Hospitals and Health Systems (NAPH), and has served as its President for over 25 years. During that period, he developed and achieved enactment of Medicare and Medicaid reimbursement reforms that are the economic lifeblood of hospitals serving a disproportionate number of elderly and low income patients.

Mr. Gage is a partner in Ropes & Gray's Health Care Group. He has represented clients including major teaching hospitals, medical schools, integrated health and hospital systems, and state and local governments across the country. Mr. Gage also served as Deputy Assistant Secretary for Health Legislation in the Federal Department of Health and Human Services and as staff counsel to the U.S. Senate Labor and Human Resources Committee. Mr. Gage obtained his J.D. from Columbia Law School and his B.A., cum laude, from Harvard University.

Sheryl Garland, MHA | Vice President, Community Outreach
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Sheryl Garland is the Vice President for the Department of Community Outreach for the Virginia Commonwealth University Health System (VCU) and Administrative Director of the VCU Center on Health Disparities. She received an undergraduate degree from Wake Forest University and a Masters in Health Administration from Virginia Commonwealth University. After completing a residency at the Virginia Commonwealth University Health System, she went on to hold several positions including Director of Planning, Associate Director of Strategic and Facilities Planning, and Vice President for Ambulatory Care.

In October 2002, Ms. Garland became the VCU Health System's first Vice President of the Department of Community Outreach. In this role she has been tasked with creating innovative partnerships with community providers and social service agencies. One of her primary tasks is to identify funding initiatives to support the health system's mission of caring for underserved populations. She has received grants from HRSA, the Jesse Ball duPont Fund and the Jenkins Foundation. In 2004, she became the Director of Community Outreach for the VCU Institute for Women's Health, a national Center of Excellence. In 2005, her duties were expanded to include administrative director of the VCU Center on Health Disparities. Finally, Ms. Garland has served in key roles in the drafting of Theme V of VCU's 2020 Strategic Plan related to enhancing the university's commitment to building community relationships. Subsequently, she was appointed to serve as co-chair of the University's Council on Community Engagement.

Bruce H. Hamory, MD, FACP | Executive Vice President, Chief Medical Officer Emeritus
Geisinger Health System
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Bruce Hamory is Executive Vice President, Chief Medical Officer Emeritus for Geisinger Health System. He leads Geisinger's efforts to extend its innovations in healthcare delivery and payment to other groups and health systems. He oversaw the installation of an advanced EHR, led the development of a physician compensation model incorporating pay for performance, and a reorganization from discipline-based departments to a service line operating structure.

Other responsibilities included compensation, quality and performance improvement, credentialing, clinical operations, capital planning, as well as education and research for the health system. Before joining Geisinger, Dr. Hamory was Professor of Medicine and Associate Dean for Clinical Affairs at Penn State and served as Executive Director of Penn State's University Hospitals and Chief Operating Officer for Penn State's Milton S. Hershey Medical Center. Dr. Hamory's academic career began at the University of Missouri-Columbia in 1978. He moved to The Milton S. Hershey Medical Center in 1987 where he became professor of medicine in 1993 and associate dean for clinical affairs in 1994. He obtained his undergraduate degree in microbiology at the University of Tennessee and his medical degree at Baylor College of Medicine in Houston. After an internship and residency in medicine at Vanderbilt University, and a fellowship in virology and epidemiology at the University of Virginia, he spent two years in the United States Navy, including one year as the chief of clinical investigation at Navy Medical Research Unit No. 5 in Addis Ababa, Ethiopia.

Dr. Hamory serves on the Board of Directors for the AMGA and serves on several national committees and panels concerned with improving the quality of medical care and use of information technology in healthcare.

Peter Michael Lazes, PhD | Professor, Director and Founder of Healthcare Transformation Project, Programs for Economic Transitions, and Programs for Employment and Workplace Systems
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Peter Lazes has established and is currently the director of Programs for Economic Transitions, Strategic Planning Programs for Unions, and the Healthcare Transformation Project at Cornell University's School of Industrial and Labor Relations. These institutes provide labor unions and management with consultation, training, and research to implement strategic worker participation programs and new work systems.

Specifically, Dr. Lazes works with labor and management leaders to develop changes that will improve the overall effectiveness of the particular organization and the quality of work life for its staff. All change work includes coaching and mentoring support for both labor and management leaders.

Dr. Lazes' work has focused predominately on hospitals, elder care services, automotive and automotive suppliers, shipbuilding, and the textile/garment industry. Most recent activities have focused on helping improve the cost, safety and delivery of healthcare services. He is currently working with healthcare unions, hospitals and the department of Health and Human Services to insure that delivery system improvement activities are part of the current healthcare reform process. He conducts seminars and organizational change projects both in the U.S. and abroad. His most recent international work has included projects in Australia, England, Ireland, Norway and Poland. Recent projects have improved the quality of services and met financial goals within organizations. They have also

secured employment and created safer jobs.

Dr. Lazes received his PhD in clinical and industrial psychology from Union Institute and has written over 30 articles and produced several videotapes on topics such as organizational change, innovation and new work systems, new roles for unions, and strategies for keeping American jobs.

Ruth Shaber, MD | Medical Director
Kaiser Permanente Care Management Institute
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Ruth Shaber is the Medical Director at the Kaiser Permanente (KP) Care Management Institute (CMI). CMI works with KP's regional and national partners to apply best evidence and successful approaches to clinical performance. CMI's specific areas of focus include Palliative Care, Transitions in Care, and Cardiovascular Disease Prevention. She is also the founder and director of the Women's Health Research Institute in Kaiser Permanente's Northern California Region.

Dr. Shaber started her KP career as a staff physician at the South San Francisco Medical Center in 1990. From 1997 to 2003, she served as chief of Obstetrics and Gynecology at the South San Francisco Medical Center. In 1999 and 2000, she served as chairman for The Permanente Medical Group's Obstetrics and Gynecology chiefs, and from 2001 to 2007 she served as the director of Women's Health for the Northern California division of Kaiser Permanente.

Dr. Shaber received her BA from Yale University and her medical degree from the University of Pennsylvania. She served her residency in Obstetrics and Gynecology at University of California in San Francisco.

Felix M. Valbuena, Jr., MD, FAAFP | Medical Director and Senior Staff Physician
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Felix Valbuena, MD, is the Medical Director of the Community Health and Social Services (CHASS) Center and a Senior Staff Physician in the Department of Family Medicine at Henry Ford Hospital. Dr. Valbuena received a BA in Psychology from the University of Notre Dame and a Medical Degree from Universidad El Bosque in Bogota, Colombia. He completed his Family Medicine Residency at Henry Ford Hospital and was a 2007 recipient of the Degree of Fellows by the American Academy of Family Physicians (AAFP).

As a bilingual physician, Dr. Valbuena is committed to providing culturally proficient health care in one's native language to insure better understanding of, and compliance with, medical systems.

Betsy Carrier, MBA | Vice President for Member Services
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Betsy Carrier manages NAPH's educational programs and membership recruitment activities. Ms. Carrier is responsible for coordinating NAPH's conferences, educational and training programs, including the Fellows Program. She also provides member hospitals consultation regarding many aspects of health system administration and Medicaid managed care, including marketing, designing specifications for case management and utilization management programs. She has assisted several NAPH hospitals design and implement Medicaid managed care plans. Prior to joining NAPH, Ms. Carrier was manager of managed care at a union health plan and worked for two physician peer review organizations. She has an MBA with a specialization in health care administration from the City University of New York and Mount Sinai School of Medicine.

Josel Bernardo Fritz, MPH | Education Associate
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Josel Bernardo Fritz joined NAPH in June 2006 and serves as Education Associate. Previously she was employed at Loma Linda Veterans Hospital's Musculoskeletal Department where she conducted Osteoporosis research. She then recruited women into the Black Infant Health Program in San Bernardino County, California, where she educated them about health disparities concerning their pregnancy. Ms. Fritz received her BS degree in Biology from the University of California, Riverside and a Masters of Public Health degree in Health Education/Maternal Child Health from Loma Linda University. She completed her Public Policy Internship at the National Association of Community Health Centers and is a Certified Health Education Specialist.