

Chair

Wayne Young, LPC, CRC, FACHE

*Sr. VP of Behavioral Health
JPS Health System
Fort Worth, Texas*

Wayne Young currently serves as the Senior Vice President of Behavioral Health for JPS Health Network and Administrator of Trinity Springs Pavilion. A Level I Trauma Center, JPS Health Network is a safety net hospital licensed for 567 beds with over 40 outpatient locations which provided 850,000 patient encounters last year. As leader of the system's behavioral health services, Mr. Young has responsibility for a full continuum of behavioral health services that includes a 20,000 visit psychiatric emergency center, a 96 bed inpatient psychiatric pavilion, four partial hospitalization programs, five behavioral health outpatient clinics, a school based behavioral health clinic, robust peer support services, and a network of embedded behavioral health specialists providing integrated care at primary care sites throughout Tarrant County. In addition to his behavioral health responsibilities, Young provides the general leadership and direction for his organization's 28 DSRIP projects under the Texas 1115 Waiver.

Prior to joining JPS in 2008, he served as the Regional Executive Director of a managed behavioral healthcare organization and has held other leadership positions within the behavioral health and insurance industries. Additionally, he is an Adjunct Instructor in the Department of Psychiatry and Behavioral Health at the University of North Texas Health Sciences Center.

Young is actively involved in several professional and community organizations. He serves as the Vice Chair of the board of Mental Health Connection and as Board President of Mental Health America of Tarrant County. Wayne also serves on the American Hospital Association's Governing Council for the Psychiatric and Substance Abuse Services Section and was recently appointed to the Board of Directors for the Institute for Behavioral Health Improvement.

Young is credentialed a Licensed Professional Counselor (LPC) and a Certified Rehabilitation Counselor (CRC) as well as a Fellow of the American College of Healthcare Executives (FACHE).

He received his bachelor's in Human Development and Family Studies as well as his master's degree in Community Counseling from Texas Tech University. Subsequently, he completed an MBA in Health Services Administration from the University of Dallas.

Past-Chair

Stuart Buttlair, Ph.D.

*Regional Director of Inpatient Psychiatry
and Continuing Care
Northern Kaiser Permanente
Oakland, California*

Stuart Buttlair, Ph.D., is regional director of inpatient psychiatry and continuing care for Northern California Kaiser Permanente, the lead mental health representative within Kaiser's

State Program Initiatives, and the designated resource management director for behavioral health. He is also the Permanente Medical Group lead in the design and development for the new inpatient psychiatric hospital in Kaiser Santa Clara Medical Center, set to open in 2010. Prior to coming to Kaiser in 1987, Dr. Buttlair was chief of acute and subacute services for Marin County Mental Health. He has more than 30 years of clinical and management experience, providing leadership and direction in health care delivery in both the public and private sectors.

Dr. Buttlair was elected to the California Hospital Association Behavioral Health Board in 2008, and served as co-chair of the IBHI Collaborative on Emergency Department and Behavioral Health in 2007-2008. He has been on numerous national quality panels, most recently involving involuntary seclusion procedures, and is a member of IHI. In both 1997 and 2002, Dr. Buttlair was awarded "Most Valuable Psychologist in Northern California" by the Kaiser Permanente Regional Psychological Society, and he received the 2005 Chair of the Chiefs of Psychiatry Award. Dr. Buttlair also served as behavioral health representative on the State Programs Policy Implementation Group.

A graduate of the University of Colorado in Boulder, Dr. Buttlair has a doctorate in clinical psychology from the University of Colorado's Institute of Integral Studies and a master's degree in business administration with an emphasis on health care management, finance, and marketing

Chair-Elect

Ann Schumacher

*Trustee, Memorial Community Hospital
President, Alegent Creighton Health
Immanuel Medical Center
Omaha, Nebraska*

Ann Schumacher, FACHE, is a native of Minnesota, and has served in numerous health care leadership roles throughout her 30-year career. With a background in nursing and specialization in mental health care, Ann has a passion for serving those in most need in our community.

Ann has a Bachelors and Masters of Science degree in Nursing and a Masters in Business Administration and Healthcare Leadership. Ann believes in creating faith-based environments that inspire others and support transformative healing relationships. Ann has spent most of her 25+ year career advocating for and serving those with mental illness. Currently, Ann serves as the president of Alegent Creighton Health Immanuel Medical Center, leading a talented team that is committed to creating a healing experience for everyone who comes to Immanuel for care. Immanuel provides a complete continuum of mental health and substance abuse services for children, adolescents, adults and seniors. Ann is also the system of care strategy leader for Alegent Creighton Health's Behavioral Health, Orthopedics & Neurosciences, Spine, Rehab, Senior and Bariatric services.

As a leader of a health care organization, Ann feels it is important to listen to and partner with others to improve the healthcare of our community. She is actively involved in the Omaha community and serves on the Board of Directors for the Lakeside Ambulatory Surgery Center, the Nebraska Spine Hospital and the Memorial Community Hospital in Blair. She is also active as the chair of the Board of Directors for Marian High School, the Archdiocese of Omaha Inner City School Steering Committee, the Lasting Hope Recovery Center Advisory Board and is a board member of Catholic Charities. Ann was the chair of NHA District I and holds the FACHE credential.

Board Liaison

Michelle A. Janney, Ph.D.

*Executive Vice President & Chief Nursing
Indiana University Health
Fairbanks Hall
Indianapolis, Indiana*

Michelle Janney, PhD, RN, NEA-BC, FAAN, is Senior Vice President and Wood-Prince Family Chief Nurse Executive at Northwestern Memorial Hospital in Chicago, Illinois. Under her leadership, NMH received Magnet designation in 2006 and re-designation in 2010. Dr. Janney received the Joan L. Shaver Illinois Outstanding Nurse Leader Award in 2014, was named the University of Toledo Alumni of the Year in 2012, received the Nursing Spectrum Excellence Award for Advancing and Leading the Profession in 2010 and the Power of Nursing Leadership Pinnacle Leader Award in 2007. She has been recognized by The Advisory Board as a “Turnaround Model” for decreasing turnover and vacancy rates, and by Nursing Economic\$ as a “Leader of Nursing Finance”. She is a graduate of the Wharton Fellows Program in Management for Nurse Executives at the University of Pennsylvania and the Leadership at the Peak Program at the Center for Creative Leadership and holds membership in Sigma Theta Tau, the international honor society for nursing.

Dr. Janney has consulted with leaders in Canada, Australia, Switzerland, Korea, the Netherlands, Turkey and Croatia to advance international nursing leadership. She has participated in a Day of Dialogue with the National Council of State Boards of Nursing; with the Mayo Clinic on Delivering Interoperable Health IT; with the American Institute of Architects on Hospital Design of the Next Generation; with the U.S. Army on the National Nursing Shortage; and on advisory boards to develop Northwestern University's Physician Assistant program and the Executive MBA program at West Virginia University. She has served in various national leadership capacities such as member of the AHA Board of Trustees, AHA SmartMarket Board of Directors, Hospital Advisory Committee of the Joint Commission, the Regional Policy Board of the American Hospital Association and the Strategic Planning Committee for the American Organization of Nurse Executives. Her recent election as President of AONE is further affirmation of the respect she holds among her peers.

Terms Expire 2016

Paul Goering, M.D.

*Vice President, Mental Health
Allina Health
Minneapolis, Minnesota*

Paul Goering, M.D., vice president of Allina Mental Health Clinical Service Lines, leads Allina’s mental health and chemical dependency work across the entire system. A board-certified psychiatrist, Dr. Goering has been seeing patients at United Hospital in St. Paul since 1992 and served as adjunct faculty at the George Washington University Medical School for thirteen years. Prior to his role leading mental health services for Allina Health, Dr. Goering serviced as medical director of United Hospital’s mental health department and lead psychiatrist for Allina’s behavioral health services outpatient clinic system.

His educational background includes an undergraduate degree with honors from St. Cloud State University, a doctorate of medicine degree from the University of Minnesota Medical School, and an internship and residency training at the Naval Regional Medical Center in San Diego, California. Dr. Goering also attended the Physician Leadership College at St. Thomas University

and the Advanced Training Program at Intermountain Healthcare Institute. He is recognized as an American Psychiatric Association Distinguished Fellow for his work in the community. In advocating for appropriate care for all Minnesotans his work is at the intersection of Quality Improvement, Public Health, and Policy. As such, has participated in number of state-wide activities which include membership on the Governing Board of State Operated Services, Minnesota Mental Health Action Group, Minnesota Mental Health Leadership Group and Advisory Board Member to the Wellstone/Barlow Foundation. While the bulk of his policy opportunity has been limited to the State of Minnesota, he has worked with both Sen. Franken and Don Berwick (CMS) on issues of national scale. In addition to his contributions to state public policy, he also works with national partners to improve the care continuum in mental health services.

Mary Lou Mastro, FACHE

President/CEO

Elmhurst Memorial Healthcare

Elmhurst, Illinois

Mary Lou Mastro, joined Elmhurst Memorial Healthcare as President/CEO in July 2013 following a merger with Edward Health Services Corporation where she served as a senior leader for 25 years. From 2002-2013 she served as the President/CEO of Linden Oaks, a behavioral health provider with 108 inpatient beds and four outpatient facilities. As a senior executive with over 35 years in healthcare, she has extensive experience with the patient care experience, hospital planning, licensure and regulatory compliance, public policy and advocacy, physician relations, operations and new business development.

Under Mastro's leadership Linden Oaks expanded clinical operations, opened three outpatient satellite facilities, established Linden Oaks Medical Group which employs sixteen psychiatrists, opened a residential group home for clients with eating disorders, adopted a recovery model, and obtained Joint Commission Disease Specific Certifications in six clinical categories. Mastro recently served as a Board member for the National Association of Psychiatric Health Systems (2006-2009), and as a member of the Illinois Hospital Association Behavioral Health Constituency (2004-2009). She has facilitated partnerships with regional school districts, the faith community, the DuPage Community Clinic, the Regional Office of Education (ROE), Probation and other community agencies. In 2010 she led an initiative with community partners to educate 5,000 individuals in Mental Health First Aid. She is a member of the National Alliance Mentally Ill and a tireless advocate for the rights of persons with mental illness.

Mastro graduated from DePauw University BSN program in Greencastle, Indiana, and she holds an MS from Rush University, Chicago, Illinois. Over the past ten years she has traveled extensively to Bosnia—Herzegovina leading spiritual pilgrimages. She is married with three children.

Tricia Nguyen, M.D.

President

*Texas Health Population Health
Education and Innovation Center
Arlington, Texas*

Tricia Nguyen, M.D., joined Texas Health Resources in September 2013 as the system's executive vice president for population health and president of the Texas Health Population Health, Education & Innovation Center. The Center will serve as the nexus for sharing best practices, disseminating information about innovative approaches, leading physician-directed population health initiatives and coordinating community-based well-being collaboration. Dr. Nguyen joined Texas Health from Banner Health Network in Arizona, where she served as chief medical officer. At Banner Health she was responsible for accountable care organization strategies, and clinical integration and population health work across the physician network. Nguyen has a broad range of experience working with providers, hospitals and payers, all focused on establishing the foundations for population health and outcomes-based reimbursement. She has worked as an emergency medicine physician, a clinical leader in hospital settings and as an executive champion for improving the health and well-being of the people in the community.

Dr. Nguyen received her undergraduate degree from Creighton University School of Pharmacy, her medical degree from the University of Missouri School of Medicine, and a Medical Management Executive MBA from the University of Texas at Dallas. She is board certified in Internal Medicine and board eligible in Pediatrics.

Joseph Schulman

Executive Director

*Northwell Health Solutions-
Northwell Health's Care
Management Organization
Great Neck, New York*

Joseph M. Schulman, Executive Director, North Shore-LIJ Care Solutions

As executive director of North Shore-LIJ Care Solutions, Mr. Schulman oversees North Shore-LIJ's care management strategy and is responsible for the internal capabilities of its care management program in which mental health integration is a strategic imperative.

Mr. Schulman previously served as executive director of The Zucker Hillside Hospital, North Shore-LIJ's nationally recognized behavioral health center and was a member of the executive team leading behavioral health integration throughout the health system. Mr. Schulman also was the executive administrator of North Shore-LIJ's Office of Military and Veterans Liaison Services, which initiated a wide range of innovative and meaningful services for military personnel including active duty, veterans and their families throughout the region.

Mr. Schulman has worked for North Shore-LIJ since 2002 when he joined the organization as corporate director of internal audit services. In 2005, he was appointed chief financial officer of The Zucker Hillside Hospital and served as deputy executive director prior to his appointment as the hospital's executive director in 2009.

Before joining North Shore-LIJ, Mr. Schulman served as an operations consultant and manager for the former Mount Sinai-NYU Health System's corporate Audit Services Department, and managed logistics business operations for pediatrics and obstetrics at NYU Medical Center. In

addition, Mr. Schulman supervised healthcare client engagements for Arthur Andersen's risk consulting practice.

Mr. Schulman is currently a member of the AHA Psychiatric and Substance Abuse Services Governing Council and he previously has served as a member of the executive committee of the National Association of Psychiatric Health Systems board of trustees having previously held the positions of board secretary and treasurer.

Mr. Schulman earned a Master of Public Administration degree and a professional certificate in accounting from New York University.

Terms Expire 2017

Judi Bishop

Director

Colorado Plains Medical Center

Ft. Morgan, Colorado

Judith (Judi) Bishop, began her career at the Mental Health Institute at Fort Logan, the Colorado state hospital for the chronically mentally ill. She worked with all age groups at the state hospital and with substance abuse, forensics and outpatient services. She did outreach education in the community to help educate about the needs of the chronically mentally ill and held education classes for families and friends to help them understand the behaviors they saw in the people they cared about.

She became the Nurse Manager on Fort Logan's Geriatric Unit and worked at the state hospital for sixteen years, during which time she took on many leadership roles at the institute and saw many changes in the mental health system. Some changes were for the better and some very damaging to the mentally ill. She worked with legislators and fought to keep the services so vital to success of her patients, but nonetheless many services were taken away. By the time she left Fort Logan, all outpatient services were gone and the hospital had been downsized by half. She saw the announcement for a Nurse Manger position at the rural Colorado Plains Medical Center on the Geriatric Behavioral Health Unit and applied for the position. It was the right choice for her and the next chapter of her career. She was certified in Psychiatric Nursing and became the Director of the unit. She has since developed, from the ground up, an Intensive Outpatient Program at Colorado Plains. She plans to expand the IOP further, to encompass more of the needs of the community.

She is the mother of two boys and a girl and has the honor of being a grandmother to seven wonderful children ranging in age from 6 months to 12 years of age. She loves to be outside and garden, paint with oils and make jewelry. She lives with her husband, her 93 year old mother and their pets on five acres.

Judi believes that the care of the mentally ill has gone in a circle and too many people who need psychiatric treatment are ending up in the prison system, which is not the environment they need to be in. She will always be an advocate for the mentally ill, is active in her community and takes every opportunity to educate people on mental illness.

Daniel B. Coffey, FHFMA

President and Chief Executive Officer – Acadia Hospital

Senior Vice President –Eastern Maine Healthcare Systems

Bangor, Maine

Dan Coffey serves as president and chief executive officer at Acadia Hospital and concurrently as senior vice president for Eastern Maine Healthcare Systems (EMHS). Located in Bangor, Maine,

Acadia Hospital is a 100 bed psychiatric hospital providing specialized services to a large region of Maine. Services include acute inpatient and outpatient care for children, adolescents, and adults as well as a psychiatric observation unit.

Prior to being named CEO at Acadia Hospital in 2011, Mr. Coffey served as EMHS executive vice president, treasurer, and chief financial officer. Employed at EMHS since December 1976, Mr. Coffey was involved with growth of an integrated health care delivery system that includes eight hospitals, a long term care joint venture, home health care services, and a dozen other joint ventures and support organizations stretching across the state.

Mr. Coffey received his bachelor's degree in business administration from Husson University, Bangor, Maine in 1972 and a master's degree from the University of South Carolina (Columbia), Graduate School of Business Administration in 1984. He is a Fellow of the Healthcare Financial Management Association (HFMA) and served on its national board of directors. Mr. Coffey currently serves on several governing boards including Acadia Hospital; Maine Hospital Association, chairing its Mental Health Council; Husson University; and First Maine Captive insurance company. He served a three year term as founding chair of the board for Voluntary Hospitals of America's Northeast Purchasing Coalition, that represented over \$2 billion of annual spend, and has served on boards of public and private schools and several area community non-profit organizations. Recently, Mr. Coffey co-presented an AHA webinar on "Tele-Psychiatry in Rural Communities – Increasing Access to Behavioral Health Services".

Joseph Miller, Ph.D./Psy.D.

*Corporate Director, Neuroscience, Behavioral Health
Orthopedics & Rehabilitation Medicine
Meridian Health
Clinical Instructor, Department of Psychiatry
Rutgers University
Robert Wood Johnson Medical School
Red Bank, New Jersey*

Dr. Joseph A. Miller, serves as chief operating officer, Riverview Medical Center, and corporate director, neurosciences service line for Meridian Health System. Joe is one of the New Jersey Hospital Association's leading experts when prioritizing our behavioral health agenda in New Jersey. He is a trustee of NJHA's Health Research Education Trust, and serves on the Behavioral Health Constituency Group.

He works closely with our staff and members to ensure that policy decisions and advocacy efforts are in line with improving access to care for those in need of mental health services, regardless of where they are in the continuum of care. A leader who also serves in an advisory capacity to state wide initiatives, Joe was appointed by Gov. Chris Christie to serve on the Governor's Task Force on Mental Health Facilities Evaluation. The group was charged with providing assessment and advice concerning the state's closure plan for Hagedorn Psychiatric Hospital in Glen Gardner. The task force looked at the plan's consistency with the US Supreme Court Olmstead decision to enable people to live in the least restrictive settings, provisions for maintaining quality gero-psychiatric services and geographic accessibility for New Jersey residents; and consideration of cost differentials between inpatient hospital care and community services.

The work of the task force was instrumental in the evolution of the state's mental health system. Joe's experience and respect from his colleagues has afforded him the honor of a faculty appointment at the Robert Wood Johnson Medical School, Department of Psychiatry,

and a number of professional affiliations including the American College of Healthcare Executives, American Association of Neuroscience Executives, and the National Association of Social Workers. He also serves as the Board President of The Samaritan Center at the Jersey Shore, a center for families and individuals to turn for counseling, educational opportunities and spiritual enrichment.

Harsh K. Trivedi, M.D.

*Chief Executive Officer
Vanderbilt Psychiatry Hospital
Vice Chair for Clinical Affairs
Department of Psychiatry
Vanderbilt Hospitals & Clinics
Nashville, Tennessee*

Dr. Harsh Trivedi, is a double-boarded, Harvard-trained child psychiatrist with formal business training who is currently responsible for the strategic development and implementation of an enterprise-wide population health strategy for behavioral health across Vanderbilt University Medical Center and its 40-affiliate hospitals. In this capacity, he also serves as the senior physician leader managing the daily operations of all behavioral health services at Vanderbilt. These include Vanderbilt Psychiatric Hospital; the Psychiatry Outpatient Clinics (across 4 primary psychiatric sites and numerous co-located services); consultation/liaison psychiatry services within Vanderbilt University Hospital and Vanderbilt Children's Hospital; a neuromodulation program that includes rTMS, ECT, and deep brain stimulation; and the Center of Excellence for Children in State Custody.

He was recruited to Vanderbilt in 2010 to save its academic psychiatric inpatient hospital from divestiture due to multi-million dollar loses over the past decade, lackluster performance on the tripartite mission, bed occupancy of 67%, poor relations with community providers, and patient satisfaction scores in the 2nd percentile nationally. Over the course of 3 years, he was able to re-instill the Vanderbilt culture into every aspect of daily operations. This has resulted in the hospital becoming profitable and viable once again. Daily bed occupancy is now 92%; patient satisfaction scores are above the 90th percentile (including 2 units achieving top performer status nationally); and bottom line improvement of \$5 million.

Academically, Dr. Trivedi is Vice Chair of Clinical Services in the Department of Psychiatry and is an Associate Professor of Psychiatry. He serves as the consulting editor of the Child and Adolescent Psychiatric Clinics of North America and is the co-author of Practical Child and Adolescent Psychiatry for Pediatrics and Primary Care. He is a fellow of the American Psychiatric Association (APA) and is the recipient of numerous national awards, including the American Medical Association Foundation Leadership Award.

He is active in multiple professional medical organizations. Of note, he is Chair of the Healthcare Systems and Financing Council of the APA. He recently completed his second 3-year term as Chair of the Healthcare, Access, and Economics committee of the American Academy of Child and Adolescent Psychiatry. He also serves on the American Medical Association House of Delegates representing the field of Psychiatry. He is also a member of the American College of Physician Executives.

Terms Expire 2018

Brennan Francois

*Chief Executive Officer
Alliance Health Center
Meridian, Mississippi*

Brennan L. Francois, is the Chief Executive Officer of Parkridge Valley Child & Adolescent Campus, Parkridge Valley Adult & Senior Campus, Chattanooga, TN, and Mountain view Treatment Center – Jasper, TN; a total of 192 beds, situated on three campuses representing the full complement of behavioral health beds for Parkridge Health System.

Prior to beginning at Parkridge Valley Hospital in 2009, Brennan served as CEO for Cumberland Hall Hospital. He also served as the COO at Alliance Health Center in Meridian, MS from 2007-2009. From 2004-2007, He was appointed by Governor Bredesen as the Executive Director for Treatment in the Juvenile Justice Division of the Department of Children Services.

A graduate of Covenant College with a Bachelor of Arts degree in Organizational Management, Brennan earned a Master's degree in Public Service Management from Cumberland University, Lebanon, TN. His involvement in many professional associations and civic activities reflect his passion for improving health care with a focus on Behavioral Health.

Brennan is married and resides in Ooltewah, TN with his wife, Jody, their three sons and three daughters, Aside from spending time with his family, Brennan's interests include community involvement, gardening and antique restoration. Brennan is actively involved in the community both as a board member of Cumberland University Nursing School Board and in a variety of roles outside his hospital duties. He serves on the Metropolitan YMCA Board, on the board of Moccasin Bend, and the AIM Center board, and the Homeless Coalition Board.

Gene E. Green, M.D.

*President & CEO
South Shore Health & Educational Corporation
S. Weymouth, Massachusetts*

Gene E. Green, MD, MBA serves as President/CEO of Suburban Hospital, a community-based, not-for-profit hospital serving Montgomery County and the surrounding area since 1943. The hospital is a regional trauma center with centers of excellence in cardiovascular care, stroke and neurosciences, psychiatry, orthopedics, and oncology. Suburban Hospital's unique affiliation with the National Institutes of Health, located across the street from the hospital, has brought world-class research from the laboratory to the bedside, providing the local community with round-the-clock access to the most advanced diagnostic and treatment protocols for stroke, heart attack and other clinical conditions.

Dr. Green is the prior Vice President of Medical Affairs/CMO for Johns Hopkins Community Physicians, a multispecialty group with a large primary care base with over two hundred and fifty thousand patient's lives within the Johns Hopkins Health System. JHCP has been live on an electronic medical record since 2007 and currently has 10 level three NCQA PCMH practices. He was responsible for the Quality, Compliance, Performance Improvement, Risk, and Service within JHCP as well as the medical affairs of the four hundred and twenty providers working for JHCP.

Dr. Green is on faculty within the Department of Medicine, JHU; is a graduate of Eastern Virginia Medical School and boarded in Internal Medicine and Family Medicine; he received his MBA

from Johns Hopkins University. He is the recipient of the Johns Hopkins Osler teaching award in Ambulatory Medicine and a member of the Alpha Omega Alpha Medical Honor Society. His clinical practice has been spent working in health care disparities in urban areas and migrant workers focusing on HIV, substance abuse and mental health. He currently still sees patients.

Merlyn LaPaix

Director of Psychiatric Nursing

Yale-New Haven Hospital

New Haven, Connecticut

Merlyn V. LaPaix, RN, MSN, MBA, LNC is Director of Psychiatric Nursing at Yale-New Haven Hospital, one of the leading psychiatric service providers in the country. Ms. LaPaix is nationally recognized for her extensive and effective work in the areas of restraint reduction, patient safety, and nursing leadership. In her role at Yale-New Haven Hospital, Ms. LaPaix is actively involved in integrating services within the state and local communities and Yale-New Haven Hospital. Ms. LaPaix serves on the Mental Health and Substance Abuse Committee of the Connecticut Hospital Association, providing a crucial voice for mental health and substance abuse services in the state legislature. As a community member, she is on the Board of Directors of Continuum of Care, a 24/7 community based not for profit crisis, respite, and residential treatment center.

In her four year tenure at Yale-New Haven Hospital, Ms. LaPaix has led numerous successful initiatives, including an impressive 75% reduction in restraint use and more importantly, spearheading a shift in culture away from the usage of restraints and toward other less restrictive interventions. In 2012, Yale-New Haven Hospital acquired the Hospital of St. Raphael, and Ms. LaPaix co-led the successful integration of the psychiatric services and standardization of “best practice” care across both campuses. In late 2013, Ms. LaPaix played an integral part in the creation of a fully staffed, 24/7 Psychiatric Observation Unit that effectively reduced ED wait times and dramatically improved patients’ connection to ambulatory care, as well as, expediting treatment for patients that are eventually admitted. Ms. LaPaix has successfully led her team through a Joint Commission re-accreditation survey with no Requests For Improvement (RFIs). She is fiscally responsible for financial and program management of five inpatient units and the psychiatric observation unit, with revenues totaling approximately \$260 million.

Recently, Ms. LaPaix and colleagues presented “Successful Integration of Behavioral Health Services in a Hospital Setting” to a global audience at the 2015 Congress on Healthcare Leadership in Chicago.

With more than twenty-five years of management and executive leadership experience, prior to coming to Yale-New Haven, Ms. LaPaix was Associate Director of Ambulatory Services at the Metropolitan Hospital in New York, Associate Director of Behavioral Health Nursing at Kings County Hospital in Brooklyn. Previously she served as Director of Clinical Services for Horizon Mental Health at Bergen Regional Medical Center, managing a 323-bed behavioral health service. She was then appointed Chief Nurse Executive and Vice President of Acute and Ambulatory Care Services of the Bergen Regional Medical Center, the largest hospital in New Jersey. Ms. LaPaix also held the position of Vice President of Patient Care Services at Westchester Medical Center. In a previous role as Chief Nurse Officer at Metro Health Center in Erie, Pennsylvania, she successfully created, designed, implemented, and managed a new 12-bed behavioral health unit with a 16-chair outpatient unit.

Ms. LaPaix earned her nursing degree at Norwalk Community College, her Bachelor of Science with a major in public and community health at Southern Connecticut State University, and her

MSN and MBA at Sacred Heart University in Fairfield, Connecticut. Her Legal Nurse Certificate was attained at Delaware State University.

Cindy Meyer

Vice President

Behavioral Health Services

The Medical Center of Aurora, North Campus

Aurora, Colorado

Cindy Meyer, has been responsible for directly managing the Behavioral Health Services within the Capital Division assigned across all care settings in a manner that leverages the collective market strength and position of HCA facilities since 2011. Her responsibilities demand that she partner with Division & Corporate leadership on strategic initiatives and budget planning for Division behavioral health services related services. In total, she oversees the operation of 438 psychiatric beds in ten inpatient psychiatric units and one free standing facility at eleven locations. While serving as Regional Vice President, she also served as CEO of Dominion Hospital for over a year. During that tenure, she achieved the Joint Commission award for Top Performer on Key Quality Measures and TJC Disease Specific Accreditation for the Eating Disorder Unit which is one of only three programs in the country with this honor.

Prior to Joining HCA, Ms. Meyer was Group CEO for PSI, Streamwood division. As such, she was responsible for providing leadership and direction for the overall operation for five facilities, two of which were child and adolescent psychiatric hospitals, two residential treatment centers, as well as, Northwest Academies working in 3 schools located in the Northwest Suburbs of Chicago. During her four years in this role, she developed strong ties with local community hospitals, which ultimately resulted in the management of units in those hospitals. Ms. Meyers also has extensive public policy and economic development experience and served on the Illinois Hospital Association Behavioral Health Council.

Cindy has been a leader in behavioral health for over 25 years. She has experience with the full continuum of behavioral health services. She has a Masters in Social Work, from Kent School in Louisville, KY. She's currently a Board member of the Virginia NAMI, and has received several professional awards: 2013 Community Service Partner Award Winner – Chesterfield Community Services Board, and 2014 Community Partner of the Year –NAMI Central Virginia.

Raymond A. Waller

Administrator

MIDET Brighton Hospital

Brighton, Michigan

Raymond A. Waller, MPH is the top administrator for Brighton Hospital / Brighton Center for Recovery – the 2nd oldest addiction hospital in the nation. Operating amongst a handful of top tier treatment facilities in the country, Brighton has been recognized for its clinical excellence in addiction medicine by multiple insurers [most recently including ValueOptions (“Value Select” provider) and Optum (“Platinum” provider)]. Mr. Waller also leads tele-psychiatry services for the St. John Providence Health System. This includes connecting multiple tele-psych providers with patients in five emergency departments, a growing cadre of rural and urban health systems, nursing homes and virtual clinics.

Since he began leading Brighton Hospital in 2013, Mr. Waller has led strong performance. Most notably, net operating profit has risen from 2.04% to 8.47%, top box overall rating of care scores

have risen from 66.9% to 74.4%, and voluntary staff turnover has been cut in half from 14.7% to 7.8%.

Prior to leading Brighton Hospital, Mr. Waller served in multiple healthcare leadership positions, including: Director of Quality Control; Clinical Director; Programs Administrator; Executive Director; and Vice President. Mr. Waller has also served as a CARF (Council on Accreditation of Rehabilitative Facilities) Surveyor, accrediting addiction rehabilitation programs across the country. More recently, he served as President/CEO of a holistic lifestyle center specializing in the treatment of addictions and chronic disease, based near Rapid City, SD.

Mr. Waller currently serves as the Managing Editor for the Brighton Beacon – a 50 year old mini-magazine focused on the treatment of addictions. He also serves as a board member for Healthy Neighborhoods Detroit, a local non-profit focused on integrating economic and neighborhood revitalization with healthcare, education, and affordable housing.

Mr. Waller earned his master's in public health administration from Loma Linda University, Loma Linda, CA.

Regional Policy Board/RPB

Michele L. Gougeon-Delegate RPB 1

Executive Vice President/Chief Operating Officer

McLean Hospital

Belmont, Massachusetts

Michele L. Gougeon, has been executive vice president and chief operating officer of McLean Hospital in Belmont, Massachusetts, since 1992. Previously, she served as chief information officer at McLean. Prior to joining McLean, Ms. Gougeon held the position of assistant vice president for management systems at Brigham and Women's Hospital in Boston. Her previous employment history includes positions in government with the Health Care Financing Administration and in private industry with McDonnell Douglas Corporation. She holds an appointment as a lecturer in psychiatry at Harvard Medical School.

Ms. Gougeon, is active in community and professional organizations. She is currently a board member of the National Association of Psychiatric Health Systems and chairs the Payment Systems Committee. She is a past president of the Massachusetts Association of Behavioral Health Systems. Ms. Gougeon is also a current board member and former board chairman of Big Brothers Association of Massachusetts Bay.

A graduate of Franklin and Marshall College, Ms. Gougeon holds master's degrees from both the Bryn Mawr Graduate School of Social Work and Social Research and the Harvard School of Public Health.

Rob Simpson Jr., DSW.-Alternate RPB 1

President and CEO

Brattleboro Retreat

Brattleboro, Vermont

Rob Simpson, D.S.W., has been president and CEO of the Brattleboro Retreat, a nationally recognized 178 year old not-for-profit 149 licensed regional specialty mental health and addictions treatment center in Vermont, since 2006. He joined the Retreat with more than 35 years of commitment to the treatment of individuals experiencing mental health and addiction

issues, as well as extensive experience in the management of mental health and substance abuse programs. Dr. Simpson has a long standing commitment to the treatment of post-traumatic stress disorder and depression in those who serve our country. In 2009, to honor a commitment to the treatment of veterans going back to before the Civil War, he worked with his staff at the Retreat to open the Uniform Services Program to provide treatment services to veterans and other uniform service personnel including policeman, firefighters and emergency responders.

Prior to joining the Retreat, Dr. Simpson served as CEO of Arbour Hospital, a member of the Universal Health Services, Inc., in Boston. In earlier executive management positions, he has served

as COO of Behavioral Healthcare and Senior Vice President of Government Relations at the Sisters of Providence Health System, and Vice President of Behavioral Health and Cancer Services at Baystate Health in Springfield, Massachusetts.

Throughout his more than 35 years in health care, Dr. Simpson has also maintained an academic focus as adjunct faculty at various colleges and universities. He is a frequent presenter at conferences on both administrative leadership and clinical issues. At the Retreat he has partnered with Linkage, Inc., a world leader in executive leadership development, to support leadership at all levels of the hospital. Dr. Simpson has served as chair of the inpatient mental health committee of the Vermont Association of Hospitals and Health Systems where he is also Secretary of the Board. Additionally he is the Secretary of the Vermont Business Roundtable Board of Directors. A member of the American College of Healthcare Executives and the National Association of Social Workers, Dr. Simpson is a former member of the Massachusetts Association of Behavioral Health Hospitals and the Massachusetts Hospital Association's Standing Committee on Public Affairs.

Before leaving Massachusetts, Dr. Simpson received two official citations honoring his dedication to the profession of mental health and assistance to the people of Massachusetts: one from the state's House of Representatives in November 2005 and the other from the state Senate in August 2006.

Dr. Simpson was recognized by the American Hospital Association in 2011 as a Grassroot Champion from the state of Vermont for outstanding accomplishments in grassroots advocacy regionally and nationally. Additionally, Dr. Simpson can be heard on a weekly radio show providing advocacy and commentary on aspects of mental illness and addiction experienced in everyday life.

Dr. Simpson has an undergraduate degree in Russian from Amherst College, a master's degree in social work from Simmons College, a master's degree in public health services administration from Harvard University's School of Public Health, and a doctorate in social work from the University of Utah, where he was the Marriner S. Eccles Scholar in Public Policy.

Leonard Ličina-Delegate RPB 9

Chief Executive Officer

Sutter Health Pacific (Kahi Mohala Hospital)

Ewa Beach, Hawaii

Leonard Licina, has been the chief executive officer at Sutter Health Pacific (Kahi Mohala Hospital), Hawaii's only freestanding, not-for-profit psychiatric hospital, since 2008. In this role, he is responsible for directing the formulation of sound plans, polices, procedures, budgets, programs, goals and objectives; optimal organization and staffing of hospital and non-hospitalbased programs; high quality patient care; effective use of operational resources; and

the development and maintenance of positive physician relations. Previously, he had been the chief financial officer since 1995. His prior experience includes chief operating officer at the Mana Institute (1993-1995) and progressively responsible financial leadership positions at the Rehabilitation Hospital of the Pacific (1982-1993), culminating in his appointment as controller in 1988.

Mr. Licina is active in a variety of professional and civic organizations. In 1996, he was president of the Healthcare Financial Management Association/Hawaii Chapter. He received the HFMA "Founders Medal of Honor" in 2008, given to individuals who have provided significant service at the chapter, regional, and/or national level. He is a fellow of the Healthcare Financial Management Association, a certified financial planner, and a certified healthcare finance professional. He is a member of the CEO committee of the Healthcare Association of Hawaii.

Mr. Licina earned a bachelor of business administration from the University of Hawaii and a master of business administration from Chaminade University, Honolulu, HI.

Paul Rains- Alternate RPB 9

President

St. Joseph's Behavioral Health Center

Stockton, California

Paul Rains, currently serves as president of St Joseph's Behavioral Health Center Stockton California. St. Josephs Behavioral Health Center is a member of Catholic HealthCare West. Mr. Rains 20 year healthcare career began in Charlotte North Carolina as a Clinical Assistant at Amethyst Treatment Center for substance abuse. Mr. Rains completed a baccalaureate program in nursing at the University of North Carolina Charlotte. As an RN, Mr. Rains worked in long-term adolescent behavioral health treatment, acute psychiatric treatment, correctional facilities, and public health. Mr.

Rains received a Master of Science in Psychiatric and Mental Health Nursing from the University of North Carolina Charlotte in 2002. Mr. Rains career as an executive in health care includes Multi-site Director of Nursing, Program Manager, Assistant Administrator and Consultant for Keystone Education and Youth services Nashville TN, Hospital Administrator Stanislaus Behavioral Health Center Modesto CA, and his current position as president of St. Joseph's Behavioral Health Center. He holds a Certificate of completion in Mental Health Leadership from the University of Southern California Capital Center in conjunction with the California Institute for Mental Health. He is a member of Bay Area MAPS-Managers of Acute Psychiatric Services, serves on the California Hospital Association Centers for Behavioral Health Advisory Board and the Hospital Council of Northern and Central California and HealthPlus Shared Services Board of Directors. He is actively involved in efforts to reduce barriers and stigma and improve the quality of treatment for the mentally ill.

Appointments

Troy Chisolm, FACHE- TJC Mental Health PTAC Delegate

Administrator

Greenville Health System

Psychiatry

Greenville, South Carolina

Troy B. Chisolm is Administrator, Psychiatry and Behavioral Health for the Greenville Health System in Greenville, SC. In this role, Mr. Chisolm is directly responsible for operational

oversight of a complete spectrum of care to diagnose and treat psychiatric, emotional and psychological disorders in children, adolescents, adults and geriatrics. Additionally, the Psychiatry Medical Education program focused on training future mental health professionals. The Department of Psychiatry & Behavioral Medicine provides a full continuum of care for individuals and families coping with all mental illnesses, including depression, anxiety, personality disorders, as well as psychosis and co-occurring (complex) disorders. Programs include services at Marshall I. Pickens Hospital (MIPH), as well as the Brownell Center (outpatient clinic), both located on the GHS main campus next to the flagship Greenville Memorial Hospital.

Mr. Chisolm is the former President of Cone Behavioral Health Hospital in Greensboro, NC, where he was responsible for all Behavioral Health operations for the Cone Health system. Prior to this role, Mr. Chisolm served as Executive Director for Behavioral Medicine for CHRISTUS Spohn Health System in Corpus Christi, Texas.

With approximately twenty years of healthcare leadership experience, Mr. Chisolm has held various leadership positions with healthcare organizations in New Jersey, Michigan, Texas, North Carolina, and the District of Columbia. Additionally, Mr. Chisolm is the Immediate Past President of the Mental Health Association of Greensboro Board of Directors, and the Immediate Past Chair of the Board of Youth Focus, a provider of mental health and substance abuse services for children and adolescents in the Piedmont Triad area.

Mr. Chisolm is board certified in Healthcare Management, and is a Fellow of the American College of Healthcare Executives.

Brenda D. Romero – TJC Mental Health PTAC Alternate

Administrator

Presbyterian Espanola Hospital

Espanola, New Mexico

Brenda Romero, has been administrator of Presbyterian Espanola Hospital since 2009. Previously, she served the hospital as senior manager-director of nursing and director of patient care services for 17 years. Before that, Ms. Romero spent five years as head nurse on the Medical Surgical Pediatric Unit of Espanola Hospital. She joined the hospital as a staff RN in 1985.

Currently a board member of the New Mexico Center for Nurse Excellence and vice president of the Rio Arriba County Health Council, Ms. Romero has also served on the boards of the Espanola Chamber of Commerce and the Lunch Buddy Program, and on the advisory boards of the Northern New Mexico Community College and Santa Fe Community College.

Ms. Romero is also very active on the City of Espanola Drug Task Force and the city's Northern New Mexico Implementation Team, and served on the Governor's Drug Prevention Task Force in 2003. In fact, she is committed to helping her community deal with issues of addiction, as well as deaths due to overdose of opiates. Rio Arriba County has the highest death rate due to overdose in both the state and the nation. Ms. Romero regularly meets with city, county, and state officials to collect evidence on these deaths, learn how to take action to reduce the number of deaths, and solicit help from experts. She recently attended a Governor's invitation-only, one-day conference on reducing deaths due to overdose.

Ms. Romero has also made changes in how opiates are prescribed in both her hospital and the medical group that have helped manage opiates better and reduced risk to patients.

Ms. Romero received her undergraduate degree in nursing from the University of New Mexico and her master's degree in nursing from Grand Canyon University in Phoenix.

Harsh K. Trivedi, M.D.-Liaison to APA

*Executive Executive Officer
Vanderbilt Psychiatric Hospital
Vice Chair for Clinical Affairs
Department of Psychiatry
Vanderbilt Hospitals & Clinics
Nashville, Tennessee*

Dr. Harsh Trivedi, is a double-boarded, Harvard-trained child psychiatrist with formal business training who is currently responsible for the strategic development and implementation of an enterprise-wide population health strategy for behavioral health across Vanderbilt University Medical Center and its 40-affiliate hospitals. In this capacity, he also serves as the senior physician leader managing the daily operations of all behavioral health services at Vanderbilt. These include Vanderbilt Psychiatric Hospital; the Psychiatry Outpatient Clinics (across 4 primary psychiatric sites and numerous co-located services); consultation/liaison psychiatry services within Vanderbilt University Hospital and Vanderbilt Children's Hospital; a neuromodulation program that includes rTMS, ECT, and deep brain stimulation; and the Center of Excellence for Children in State Custody.

He was recruited to Vanderbilt in 2010 to save its academic psychiatric inpatient hospital from divestiture due to multi-million dollar loses over the past decade, lackluster performance on the tripartite mission, bed occupancy of 67%, poor relations with community providers, and patient satisfaction scores in the 2nd percentile nationally. Over the course of 3 years, he was able to re-instill the Vanderbilt culture into every aspect of daily operations. This has resulted in the hospital becoming profitable and viable once again. Daily bed occupancy is now 92%; patient satisfaction scores are above the 90th percentile (including 2 units achieving top performer status nationally); and bottom line improvement of \$5 million.

Academically, Dr. Trivedi is Vice Chair of Clinical Services in the Department of Psychiatry and is an Associate Professor of Psychiatry. He serves as the consulting editor of the Child and Adolescent Psychiatric Clinics of North America and is the co-author of Practical Child and Adolescent Psychiatry for Pediatrics and Primary Care. He is a fellow of the American Psychiatric Association (APA) and is the recipient of numerous national awards, including the American Medical Association Foundation Leadership Award.

He is active in multiple professional medical organizations. Of note, he is Chair of the Healthcare Systems and Financing Council of the APA. He recently completed his second 3-year term as Chair of the Healthcare, Access, and Economics committee of the American Academy of Child and Adolescent Psychiatry. He also serves on the American Medical Association House of Delegates representing the field of Psychiatry. He is also a member of the American College of Physician Executives.
