

Attachment A

**APPLICATION FOR
COUNTY OF SANTA BARBARA
BOARD, COMMISSION OR COMMITTEE**

Return to: Clerk of the Board of Supervisors
105 E. Anapamu Street, Room 407
Santa Barbara, CA 93101

DATE RECEIVED

Copy to Supervisor

Instructions: Please complete each section below. Be sure to enter the title of the Board, Commission or Committee (only one per application) for which you desire consideration in Box 1. For more complete information or assistance, contact the Clerk of the Board of Supervisors. Please print in ink or type. Please note that ALL information provided is a matter of public record, and is subject to disclosure.

1. APPLYING FOR: (Use Specific Title of Board, Commission or Committee)

CenCal Health Board of Directors

2. TODAY'S DATE:

8/31/22

3. NAME:

Shah Kieran Arvind
Last First Middle

4. E-MAIL ADDRESS:

6. ADDRESS:

Number Street
Santa Barbara 93103
City Zip Code

5. TELEPHONE:

Home: **[REDACTED]**
Business: **[REDACTED]**

7. REFERENCES: Give names and addresses of three (3) individuals (not relatives) who have knowledge of your character, experience, community involvement, and abilities.

NAME	ADDRESS	TELEPHONE	OCCUPATION
Mark & Alixe Mattingly	[REDACTED]	[REDACTED]	Retired
Pamela Dillman Haskell	[REDACTED]	[REDACTED]	Entertainment Producer & Artist
Ben Phillips	[REDACTED]	[REDACTED]	ED, Business Transformation, Arngen

8. Are you, or have you ever been, employed by the County of Santa Barbara?

No Yes - If yes, list below

Department: **N/A** Title: _____ Date: _____

9. PLEASE CHECK APPROPRIATE BOXES (OPTIONAL):

Ethnic or Racial Identity:

- White
- African American
- Hispanic
- Asian/Pacific Islander
- Native American/Alaskan Native
- Other (please specify):

Sex:

- Male
- Female

10. EDUCATION COMPLETED:

B.A. Business

11. INDICATE SUPERVISOR WHO WILL RECEIVE A COPY OF APPLICATION:

Joan Hartmann

12. EXPERIENCE: Please explain why you are interested in serving, and what experience you bring to the Committee. Attach additional documentation as necessary.

Serving the community has been a passion and commitment of mine, especially when serving in a capacity to effect change and improve care for those in our community who are the most vulnerable. I have previously served on the Board of the Central California Alliance for Health's Continuous Improvement Committee and served as the End of Life Thought leader for the Santa Clara County LTSS Integration Subcommittee, an advisory group to the Santa Clara County Board of Supervisors.

13. ADDITIONAL INFORMATION: Give any information explaining qualifications, experience, training, education, volunteer activities, community organization memberships, or personal interests that bear on your application for the above Board, Commission or Committee. Attach additional sheets as necessary.

Please see attached Bio

14. SIGNATURE OF APPLICANT:



KIERAN A. SHAH, CHPCA

Experienced and nationally recognized healthcare leader stewarding organizations to fulfill their mission and vision, with an unwavering commitment to patients, families, communities, and staff. Ensuring strong financial stability, and strategic guidance, while remaining focused on the heart of hospice and a patient-centered model of care. Providing consistent leadership to position the organization as the provider and employer of choice within their geographic service areas.

AREAS OF EXPERTISE

Healthcare Innovation & Leadership ~ Palliative & Hospice Care ~ Strategy ~ Contract Lifecycle ~ Operational Optimization ~ Philanthropy ~ Revenue Cycle ~ Data Analytics ~ Core & Adaptive Leadership ~ Post-Acute Care Management ~ Transitions of Care ~ Strategic Alliances and Partnerships ~ Innovative Program Development and Stewardship ~ Predictive Analytics ~ Intake/Referral Management ~ Client Development & Retention ~ Operational Structure and Process Flow ~ Organizational Development & Culture ~ Quality & Compliance

WORK HISTORY AND ACHIEVEMENTS

VNA HEALTH
Santa Barbara, CA
President & CEO

February 2022 – Current

Responsible for planning, coordinating, managing, and directing all activities and programs of VNA Health. As the CEO, provides oversight for human resources, financial resources, and clinical services. Ensures compliance with all state and federal regulatory and accreditation requirements and that the delivery of all services meets clinical standards.

- Develops and implements strategic plans and respective budgets for all programs and monitors operational progress toward accomplishing these goals.
- Organizes and directs the organization's ongoing operations to ensure the availability and provision of care and services.
- Provides leadership in the development of organizational objectives, standards of care, and policies and procedures affecting all programs of the organization.
- Ensures that standards of ethical business and clinical practice are maintained.
- Complies with applicable local, state, and federal laws and regulations.
- Establishes and maintains an ongoing public relations program and marketing plan to increase community understanding, expand relationships with physicians and care clinicians. In addition, establishes and maintains effective channels of communication including integration of technology.
- Ensures adequate contracts and agreements for provision of services and ensures enforcement of agreements.
- Participates in conflict and complaint management, as well as resolution.
- Collaborates with senior leadership to ensure adequate and appropriate staffing, personnel policies and procedures (including wages, salaries and benefits) and ensures compliance with applicable laws.
- Prepares annual report on organizational activities and financial performance.
- Attends meetings, and acts as the agency liaison with the Board and its committees. Provides oversight for appropriate data collection and ensures that regular and complete reports are received by the Board.
- Directs and monitors organizational performance improvements and activities. Ensures the evaluation of services and personnel using measurable outcomes and objectives.
- Represents the organization to other groups, organizations, and the general public.
- Informs the Board and staff of current organizational, community and industry trends.

CAPITAL CARING HEALTH
Falls Church, VA
Chief Growth Officer

January 2020 – January 2022

Drive the organizational growth and fiscal sustainability of one of the leading providers of Hospice, Palliative Care, and Advanced Illness care in the nation. Lead a team focused on building and enhancing the organizational mission, partnerships, revenues, & Philanthropy of the organization. Focus on progressive innovation and improvements in the delivery of care, through collaboration with the larger healthcare community.

- Serve, lead, and advise on the Executive Leadership Team, working in collaboration with the CEO & Board of Directors.
- Organizational development and staff empowerment through mentorship, collaboration, and initiatives, focused on core and adaptive leadership skills.
- Drive operational excellence across the organization, with leadership accountability for Patient Access, including business development, referral partnership, care navigation, and admissions.
- Drive innovative approaches to serious illness care, fostering a deeper impact with patients & families, within healthcare systems, and with providers, both upstream and downstream.
- Accomplished year over year market share growth and development, demonstrating sustainability and relevancy in the communities served. Development of key performance and accountability metrics.
- Innovative program development, from concept and business plan, through operationalization, and evaluation for sustainability, impact, benefit, and status (pilot – program – core). 9-month operational oversight of Triage, Nights & Weekends, leading a restructure and PI process to improve internal and external service delivery, the patient experience, and workforce empowerment.
- Implementation of process improvements and strategic development plans within multiple departments, positioning Capital Caring health as a continued leader in the advancement in hospices' marketability and technology-forward approach nationwide.
- Engage with healthcare leaders to identify opportunities to offer the benefits of palliative care, including hospice care, to seriously ill patients further upstream during their healthcare journey (Kaiser Permanente Mid Atlantic Partnership).
- Strategic contracting and relationship cultivation for payer and healthcare system partnerships, enhanced patient care, and value-based payer arrangements.
- Analytics & data analysis, including streamlined reporting, gap analysis, and providing solutions to gain insights needed for organizational success. Utilization of predictive analytics to drive operational growth, stewardship, accountability, and fiscal guidance.

HOSPICE OF THE VALLEY
PALLIATIVE CARE CENTER SILICON VALLEY
San Jose, CA
Executive Vice President of Business Development & Strategy

November 2013 – February 2016

Built and enhanced Hospice of the Valley's (HOV) mission, partnerships, and revenues. Responsible for organizational positioning to accomplish the strategic plan, including the culture necessary to achieve objectives.

- Accountable for the overall success of business development, clinical program service delivery, operations, and community support at Hospice of the Valley, including its Hospice programs, Palliative Care Program, Transitions, and The Center for Grief & Loss.
- Directly responsible for understanding the healthcare landscape, changes, and continuum of care relationships, to clinically integrate and position HOV for maximum exposure, referral development, and census growth.
- Responsible for the management and oversight of the agency-wide volunteer programs, which included the development and evaluation of program offerings and coordination of volunteer community outreach activities.
- Reported directly to the CEO, served as part of the Senior Leadership Team, Leadership Team, Quality P&P Program, Census Strategies, Admissions, and Volunteer Leadership Teams.
- Strong interaction with the Board of Directors and Professional Advisory Council.
- Leadership and oversight of Strategic Business Development Programs, including staffing analysis, patient access workflow, barriers to admission, and referral / admission opportunities.
- Implemented General Inpatient Level of Care and program operations at Good Samaritan Hospital.

- Introduced metrics, goals, accountability, sense of urgency, and performance expectations throughout the organization.
- Developed, maintained, and grew high-level strategic relationships with healthcare payer partners, including provider systems. Integrated HOV within Medicare Advantage, Medi-Cal, and commercial insurance organizations to clinically blend hospice services within their systems.
- Supervisory responsibility for 6 departmental managers with 100+ indirect clinically licensed / non-licensed reports.
- Accountability for budget and fiscal projections, including census, departmental budgets, investment and allocation of capital, staffing, and reimbursement strategies.

NATHAN ADELSON HOSPICE

April 2011 – October 2013

Las Vegas, NV

Senior Director of Business Development

Responsible for all business development, marketing, strategic planning, and process improvement for Nathan Adelson Hospice, including the Elaine Wynn Palliative Care Program & the Center for Compassionate Care. As a member of Senior Leadership, responsibilities were extended to directing the strategic vision and mission of Nathan Adelson Hospice, throughout the organization. Supervised teams dedicated to referral development, census growth, strategic partnerships, community involvement, and additional lines of business.

- Directly supervised a team of 8+ Physician Service Representatives and a Community Outreach Manager, dedicated to promoting hospice care and palliative care throughout Clark and Nye counties.
- Developed and supervised Business Development Strategies in Hospice and Palliative Care, which included collateral development, and sales, situational awareness, and emotional intelligence training.
- Developed, maintained, and strengthened strategic relationships with Healthcare Organizations, Hospitalist Groups, Managed Care Organizations, ACO's, and other strategic partners.
- Directly responsible for Clinical Integration and Strategic Network Positioning for Nathan Adelson Hospice within Healthcare Models created as a result of the Affordable Care Act. Understanding of Quality Metrics as they apply to ACO's, Acute Care driven Healthcare Networks, Bundled Payment Methods, Quality Care Alliances, MSO's, and Physician Practice Integration positioning.
- Analyzed and strategically aligned Physician Service Representative and Community Outreach coverage throughout Clark and Nye counties.
- Developed and implemented goal driven metrics and accountability for Physician and Facility management, referral development, admissions conversion, and quality measures.
- Advised on leadership strategic planning within various Nathan Adelson Hospice departments, including Advertising, IT, Finance, HR, Foundation, Clinical, and Organizational Strategic Planning.
- Led marketing and business development meetings, education, in-services, and trainings.
- Managing Senior Director for iReferDR, a mobile application specific to the Hospice and Healthcare Community, developed in conjunction with Nathan Adelson Hospice.

NEVADA CANCER INSTITUTE

October 2010-April 2011

Las Vegas, NV

Clinical Faculty Recruiting Executive

Responsible for the development, delivery, and management of the recruitment program for the Institute. Developed and maintained brand image in the community. Worked closely with hiring managers to establish mutual understanding of the recruitment process.

ROBERT HALF INTERNATIONAL

August 2004 – October 2010

Las Vegas, NV

September 2009 – October 2010

Senior Staffing Consultant

Responsible for providing and implementing client development and retention strategies, candidate recruitment, salary negotiations, quality assurance throughout the placement process, and mentorship of new and developing staffing managers.

Manchester, UK

January 2009 – September 2009

Senior Staffing Consultant

Inter-company transfer focused on staffing and leadership knowledge within the International Staffing Fields. Development and maintained client and candidate relationships within key accounts in Manchester, UK. Maintained candidate exclusivity with the RHI Brand through consulting, salary negotiations, candidate development, and counseling.

Las Vegas, Nevada
Division Director

August 2004 – January 2009

Recruited from Options Employment Resources to relocate to the Las Vegas Office to assist with client and candidate development in the administrative staffing arm of Robert Half International. Upward leadership progression from Staffing Manager, to Senior Staffing Manager, to Division Director, with increased internal management and division responsibilities.

EDUCATION

Board Certified Hospice & Palliative Care Administrator	2017
Franklin & Marshall College Lancaster, PA *Focus on HR and Organizational Structure *Advanced Math and Cost Accounting	Bachelor of Arts, Business Management May 2001

PROFESSIONAL AFFILIATIONS

- Steering Committee Member – National Partnership for Hospice Innovation – Innovation Lab (2018 – Current)
- Board member - Central California Alliance for Health's Continuous Quality Improvement Committee (CCAH CQIC) (2018 – Jan 2020)
- ACHE Healthcare Executive Regents Award Winner - 2016
- Thought Leader – End of Life Care, LTSS Integration Sub-Committee – County of Santa Clara (2014 - 2019)
- Active ACHE Member (2012 – Present), CAHL Board Member and Chair – Awards and Annual Volunteer Recognition (2015–2016 Term)
- CAHL Bay Area Local Program Council (2014 – 2019)
- Honorary Council Member, Asian Americans for Community involvement (2014 - 2018)
- Executive Member, Board of Directors for the Las Vegas India Chamber of Commerce & Healthcare Professionals Society of Nevada (HPSNV) (2012 – 2013)
- Vice Chair, Sales and Marketing Forum, National Hospice Workgroup (2012-2013 Term)

SKILLS LIST

Languages

Spanish (Intermediate speak, read, and write), French (basic)

Computer Skills

MS Office Suite, NetSmart, Tableau, Power BI, Homecare CRM, Salesforce, Suncoast Solutions EMR, Allscripts Homecare EMR, Amazing Charts EMR, Micro J, Quickbooks, MS Outlook, PowerPoint, Job Search Engines (Monster, CareerBuilder, HEALTHeCAREERS, etc), Adobe PhotoShop, Adobe Acrobat Pro, Oracle, Oracle iRecruitment, MS SharePoint, CS Illustrator, Concur, Hyperion, Allscripts, VendorMate, VendorClear, RepTrax, Parallon, NetTrax, & Crystal Reporting

Databases

Allscripts (Netsmart), HealthPivots DataLab, Suncoast, Homecare CRM, MS Excel Spreadsheet Databases (including Pivot Tables), MS Visio, Sales Force, Micro J, CIA, AS 400, Oracle