

Attachment C

<p>APPLICATION FOR COUNTY OF SANTA BARBARA BOARD, COMMISSION OR COMMITTEE</p> <p>Return to: Clerk of the Board of Supervisors 105 E. Anapamu Street, Room 407 Santa Barbara, CA 93101</p>	<p>DATE RECEIVED</p> <p style="text-align: right;"><input type="checkbox"/> Copy to Supervisor</p>
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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: 11/25/25
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3. NAME: Moore Lisa M. <small style="display: flex; justify-content: space-between; width: 100%;"> Last First Middle </small>	4. E-MAIL ADDRESS: <div style="background-color: black; height: 20px; width: 100%;"></div>
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6. ADDRESS: <div style="background-color: black; height: 20px; width: 100%;"></div> <div style="display: flex; justify-content: space-between;"> Number Street </div> Santa Barbara 93110 <div style="display: flex; justify-content: space-between;"> City Zip Code </div>	5. TELEPHONE: Home: <div style="background-color: black; height: 20px; width: 100%;"></div> Business: <div style="background-color: black; height: 20px; width: 100%;"></div>
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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
Ron Werft			President & CEO, Cottage Health
Kristin Tufvesson			SVP & CFO, Cottage Health
Ed Wroblewski, MD			VP, Medical Affairs & CMO

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: <input checked="" type="checkbox"/> White <input type="checkbox"/> African American <input type="checkbox"/> Hispanic <input type="checkbox"/> Asian/Pacific Islander <input type="checkbox"/> Native American/Alaskan Native <input type="checkbox"/> Other (please specify): _____ Sex: <input type="checkbox"/> Male <input checked="" type="checkbox"/> Female	10. EDUCATION COMPLETED: MHA 11. INDICATE SUPERVISOR WHO WILL RECEIVE A COPY OF APPLICATION: Joan Hartmann
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12. EXPERIENCE: Please explain why you are interested in serving, and what experience you bring to the Committee. Attach additional documentation as necessary.

I have been involved in the healthcare community in Santa Barbara for over 30 years. In my role as COO at Cottage Health I have the opportunity to contribute to and support the improvement of the health status of our community and would be honored to do so in the context of the CenCal Board of Directors.

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.

I am currently on the board of the UCSB Economic Forecast and the national Vizient Hospital Chief Operating Officer Network Advisory Board. I have a Masters in Healthcare Administration and am a Fellow in the American College of Healthcare Executives.

14. SIGNATURE OF APPLICANT: 11.26.2024

Lisa M. Moore

linkedin.com/in/lisa-moore-7b837a3

SUMMARY

Healthcare executive with an extensive background in hospital operational leadership, strategy and business development for healthcare providers, including hospitals and outpatient facilities.

Areas of expertise include:

- Developing market strategies and physician alignment with providers serving diverse communities.
 - Proven track record of leading measurable improvements to quality of care and safety.
 - Controlling operational costs through collaboration with suppliers and purchased services organizations and partnership with the clinical and medical staff in utilization management and product standardization.
 - Growing key service lines including neuroscience, behavioral health, cardiovascular, and orthopedics.
 - Commitment to the development of a culture that embraces employee engagement, shared governance, employee satisfaction.
 - Establishment of strong physician partnerships through open communication, trust, and accountability.
 - Influencing government policy and legislative direction to improve the regulatory and economic environment in which health systems operate.
 - Leveraging innovative, data-driven approaches to problems in the healthcare setting.
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PROFESSIONAL EXPERIENCE

Cottage Health (Santa Barbara, California)

Executive Vice President & Chief Operating Officer

2021- Present

Develop and execute operational strategies to maximize the performance of assigned areas. Partner with leaders throughout Cottage Health to drive initiatives, programs and services to enable the organization to deliver on its mission, strategies, and goals. As a member of Cottage Health senior leadership team, exhibit and promote the mission and values of Cottage Health.

- Ensure all elements of the strategic plan are aligned and implemented within assigned operational areas.
- Ensure that quality, patient experience and affordable care is provided by the acquisition, utilization and organization of human, financial, technical, and physical resources.
- Establish short and long-range management, organizational, operational, and financial plans to support the organization's values, vision, strategy and goals.
- Participate in the development of the overall strategy and ensure execution of strategic priorities.

- Responsible for developing and maintaining a business/management approach to track, monitor, communicate and achieve established goals and targets for assigned areas. Report regularly on performance and take corrective steps as needed.
- Lead and drive operational improvements in the patient experience, physician, and staff engagement, while increasing revenues and reducing costs.
- Ensure consistency of operations and compliance with all applicable laws, regulations, and statutes.
- Accountable for implementing effective communication strategies within areas of responsibility that promote a common understanding of the market, vision, strategy, top goals, and accountabilities. Promote a culture of shared governance and create opportunities for physician/staff participation.
- In conjunction with the CEO and CFO, responsible for the development of the plan of operations and coordinating corresponding budgets reflecting the volume, revenues, expenses, staffing and capital needs of Cottage Health.

Vice President Clinical Services & Government Relations

2011- Present

Provides administrative leadership for the following Santa Barbara Cottage Hospital (SBCH) departments: all procedural areas including the main operating room, outpatient surgical center, eye center, endoscopy, imaging, pharmacy, cardiac & electrophysiology catheterization laboratories, and service line development in the neurosciences, orthopedics, cardiovascular services, bariatric surgery and behavioral health.

- In consultation with executive leadership, plans and executes proactive government affairs strategy that advances Cottage Health's mission and goals with elected officials and applicable government agencies. Serves as the organization's liaison to elected officials at all levels (federal, state, local).
- Implemented and provides ongoing administrative leadership for the physician-hospital co-management ventures for orthopedics and spine and for cardiovascular services.
- Developed Joint Commission certified programs in Advanced Hip and Knee, Comprehensive Stroke Center and established SBCH as a STEMI Receiving Center.
- Overall annual operational budget responsibility: approximately \$1.1 billion in gross revenue, \$180 million in expense, and 500 FTEs.
- Consistent top decile patient satisfaction results in ambulatory surgery & behavioral health services.
- Development of focused quality and patient safety initiatives to consistently improve outcomes including providing executive leadership support for the achievement of the federal Centers for Medicare & Medicaid Services (CMS) 5-star rating at Santa Barbara Cottage Hospital.
- Shared governance strategy for employee engagement and process improvement.

Vice President Clinical Services

2000 - 2010

Administrative leader for all surgical areas including the main operating room, outpatient surgical center, eye center, endoscopy; radiology, pharmacy, catheterization laboratory and behavioral health care services. Led the development of strategic service lines in imaging, cardiology and neurosciences.

- Led the design, development of legal structure and implementation of a physician-hospital outpatient imaging joint venture.
- Overall annual operational budget responsibility: \$692 million in gross revenue, \$125 million in expense, and 430 FTEs.

Vice President, Operations

1997 - 2000

Provided administrative leadership for ancillary and clinical departments including inpatient and outpatient psychiatric programs, inpatient and outpatient chemical dependency programs, pharmacy, physical therapy, speech therapy, occupational therapy, cardiac rehabilitation, medical records, the medical library and the research department. Established and managed an outcomes-based application process for the grant applications to the Santa Barbara Cottage Hospital Foundation. Average annual grants: \$2.8 million.

Assistant Vice President, Operations

1994 - 1997

Provided administrative leadership for the following ancillary departments including pharmacy, physical therapy, speech therapy, occupational therapy, cardiac rehabilitation, medical records, the medical library and the research department.

Assistant Administrator, Clinical Program Development and Planning

1992 - 1994

Performed strategic planning, marketing and clinical development planning activities. Developed program and financial feasibility studies for proposed clinical programs for two hospitals. Analyzed market share, payor profile and strategic impact of programs. Established a system for the ongoing tracking and analysis of existing clinical programs and product lines.

Administrative Fellow

1991 - 1992

Served in administrative support capacity for marketing analysis, financial planning and the development of clinical services including behavioral health services and pediatric intensive care programs. Managed multiple projects for the analysis and improvement of quality and efficiency in hospital-based clinical services.

COMMUNITY SERVICE AND MEMBERSHIPS

- **American College of Healthcare Executives**, Current Member.
- **California Hospital Association, Center for Behavioral Health Advisory Board**, Board of Directors, 2015 – present.
- **American Heart Association**, Board of Directors, 2012 - 2017.
- **Santa Barbara Neighborhood Clinics**, Board of Directors, 2006 - 2011.
- **University of Minnesota Program in Healthcare Administration Alumni Association**, Board of Directors, 1995 – 1998.
- **Santa Barbara Mental Health Association**, Board of Directors, 1998 - 2000.
- **Healthy Start**, Santa Barbara, California. Steering Committee Member, 1993 - 1999.
- **American Red Cross of Santa Barbara, California**. Board of Directors, 1993 - 1996.

EDUCATION AND FELLOWSHIPS

Masters in Hospital and Health Care Administration, Concentration in Strategic Planning & Policy. University of Minnesota, School of Public Health, Minneapolis, Minnesota. Residency: St. Mary's Hospital, London, England.

Bachelor's Degree, Majors in Mathematics & Chemistry. Saint Olaf College, Northfield, MN.

AHA Next Generation Leaders Innovation Fellowship – (Current participant) - A one-year executive leadership program focused upon developing leaders to leverage innovation strategies to bring about lasting change in the communities and health systems in which they serve.

Fellowship, California Healthcare Leadership College. A one-year (2005) executive leadership program developed by the California Healthcare Association, Russell Reynolds & Associates, and Lore International Institute.



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Los Angeles, California 90071-3300
213.538.0700 Fax 213.629.HASC (4272)

November 18, 2024

Supervisor Joan Hartmann
Third District Supervisor
Santa Barbara County Board of Supervisors
105 E. Anapamu Street, Fourth Floor
Santa Barbara, CA 93101

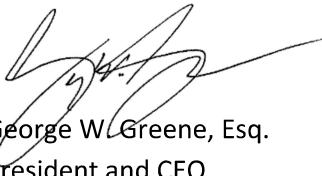
RE: Santa Barbara Hospital Nomination for CenCal Health Board of Directors

Dear Supervisor Hartmann:

On behalf of the Hospital Association of Southern California, I am recommending the appointment of Ms. Lisa Moore, COO & Executive Vice President, of Cottage Health, to the Board of Directors of CenCal Health for a two-year term to run from January 1, 2025 to December 31, 2026. Ms. Moore, has agreed to serve if selected.

We appreciate the opportunity to submit candidates to the Board of Supervisors for their consideration.

Sincerely,



George W. Greene, Esq.
President and CEO

Cc: Marina Owen, CEO, CenCal Health
Lisa Moore, COO & Executive Vice President, Cottage Health