



**County of Santa Barbara  
BOARD OF SUPERVISORS**

**Minute Order**

CenCal Health

Administration

**January 19, 2016**

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**Present:** 5 - Supervisor Carbajal, Supervisor Wolf, Supervisor Farr, Supervisor Adam, and Supervisor Lavagnino

SUPERVISOR WOLF

File Reference No. 16-00057

**RE:** Approve the appointment of Kerin Mase to the CenCal Health Board of Directors representing Santa Barbara County, term ending December 31, 2017.

**A motion was made by Supervisor Wolf, seconded by Supervisor Carbajal, that this matter be Approved. The motion carried by the following vote:**

**Ayes:** 5 - Supervisor Carbajal, Supervisor Wolf, Supervisor Farr, Supervisor Adam, and Supervisor Lavagnino

<b>APPLICATION FOR COUNTY OF SANTA BARBARA BOARD, COMMISSION OR COMMITTEE</b>  Return to: Clerk of the Board of Supervisors 105 E. Anapamu Street, Room 407 Santa Barbara, CA 93101	<b>DATE RECEIVED</b>   <input type="checkbox"/> 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.													
<b>1. APPLYING FOR:</b> (Use Specific Title of Board, Commission or Committee) <b>CenCal Health Board of Directors</b>	<b>2. TODAY'S DATE:</b> <b>1.11.16</b>												
<b>3. NAME:</b> <div style="display: flex; justify-content: space-between;"> <span><b>Mase</b></span> <span><b>Kerin</b></span> <span><b>A.</b></span> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> <span>_____ Last</span> <span>_____ First</span> <span>_____ Middle</span> </div>	<b>4. E-MAIL ADDRESS:</b> <b>kerin.mase@dignityhealth.org</b>												
<b>6. ADDRESS:</b> <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="display: flex; justify-content: space-between;"> <span>_____ Number</span> <span>_____ Street</span> </div> <div style="display: flex; justify-content: space-between;"> <span><b>Nipomo, CA</b></span> <span><b>93444</b></span> </div> <div style="display: flex; justify-content: space-between; font-size: small;"> <span>_____ City</span> <span>_____ Zip Code</span> </div>	<b>5. TELEPHONE:</b> Home: <div style="border: 1px solid black; height: 20px; width: 100%;"></div> Business: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>												
<b>7. REFERENCES:</b> Give names and addresses of three (3) individuals (not relatives) who have knowledge of your character, experience, community involvement, and abilities.													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">NAME</th> <th style="width: 30%;">ADDRESS</th> <th style="width: 15%;">TELEPHONE</th> <th style="width: 20%;">OCCUPATION</th> </tr> </thead> <tbody> <tr> <td><b>Chuck Cova</b></td> <td rowspan="3" style="background-color: black;"></td> <td rowspan="3" style="background-color: black;"></td> <td>Senior Vice President Dignity Health</td> </tr> <tr> <td><b>Sue Andersen</b></td> <td>Chief Financial Officer</td> </tr> <tr> <td><b>Sandra Mugg</b></td> <td>Senior Director Risk Management</td> </tr> </tbody> </table>		NAME	ADDRESS	TELEPHONE	OCCUPATION	<b>Chuck Cova</b>			Senior Vice President Dignity Health	<b>Sue Andersen</b>	Chief Financial Officer	<b>Sandra Mugg</b>	Senior Director Risk Management
NAME	ADDRESS	TELEPHONE	OCCUPATION										
<b>Chuck Cova</b>			Senior Vice President Dignity Health										
<b>Sue Andersen</b>			Chief Financial Officer										
<b>Sandra Mugg</b>			Senior Director Risk Management										
<b>8. Are you, or have you ever been, employed by the County of Santa Barbara?</b> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes - If yes, list below Department: _____ Title: _____ Date: _____													
<b>9. PLEASE CHECK APPROPRIATE BOXES (OPTIONAL):</b> 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	<b>10. EDUCATION COMPLETED:</b> <div style="font-size: large; font-weight: bold;">BSN, MBA</div> <b>11. INDICATE SUPERVISOR WHO WILL RECEIVE A COPY OF APPLICATION:</b>  												
<b>12. EXPERIENCE:</b> Please explain why you are interested in serving, and what experience you bring to the Committee. Attach additional documentation as necessary.  Directs and oversees a portfolio of healthcare assets and demonstrates a solid understanding of different service lines and delivery models within market. Plans and implements new businesses using different business models and strategic relationships with external partners and physicians. Facilitates and reinforces through business processes and performance measures an institutional mindset for clinical innovation as an on-going process to look at clinical practices in order to reduce unnecessary variations to improve clinical outcomes and reduce costs. Develops and executes strategy for each line of business/service within market area from the perspective of what makes it a viable enterprise and recognizes those elements that require modification and/or expertise to existing local processes and structure to ensure success.													
<b>13. ADDITIONAL INFORMATION:</b> 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.  Manages and promotes good public relations by establishing and furthering relationships with key physicians and medical staff, community organizations, healthcare organizations, and other health related professionals.													
<b>14. SIGNATURE OF APPLICANT:</b>													

## Paula Marie Michal

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**From:** Mase, Kerin - MRMC <Kerin.Mase@DignityHealth.org>  
**Sent:** Tuesday, January 12, 2016 7:43 PM  
**To:** Paula Marie Michal  
**Cc:** Mase, Kerin - MRMC  
**Subject:** RE: Please attach to my application  
**Attachments:** Mase Kerin - Bio 2016 w photo CenCal.pdf

Paula, Please add attachment to my application. Thank you.



**Kerin Mase**  
**President & CEO**

Kerin has served as an executive leader at Marian Regional Medical Center for over 11 years, first in 2004 as the Director of the Medical-Surgical and Pediatrics Services, then Vice President of Patient Care Services/Chief Nurse Executive. Kerin was promoted again in 2010 as Executive Vice President and Chief Nursing Executive. As of today, Kerin is now the President and Chief Executive Officer of Marian.

Kerin led the planning and transition of all patient services into the New Marian Regional Medical Center, safely moving patients shortly after breakfast into their new rooms without incident and without missing a meal. Kerin led the development of Marian's neonatal services, including the opening of the hospital's eight-bed Newborn Intensive Care Unit in 2010. Kerin is passionate about clinical quality, safety and service that resulted in Marian receiving HealthGrades Patient Safety Excellence Awards, Best 100 Hospital Award, and the Dignity Health Quality Award for "Perfect Care in Heart Failure."

Prior to joining Marian, Kerin served as a nursing leader at UCLA, UC Irvine, and Brigham & Women's in Boston, MA. Kerin earned her bachelor's degree in nursing from Loyola University of Chicago and an MBA from Pepperdine University.

Sincerely,  
Kerin

**Kerin A. Mase**  
**President & CEO**

Dignity Health  
Marian Regional Medical Center

## RESUME

Kerin A. Mase, RN, BSN, MBA



### EDUCATION

***Masters in Business Administration, 1992***

Pepperdine University  
Malibu, California

***Bachelor of Science, 1983***

Loyola University of Chicago, Nursing  
Chicago, Illinois

***General High School Diploma, 1979***

Crystal Lake High School  
Crystal Lake, Illinois

### PROFESSIONAL EXPERIENCE

**MARIAN REGIONAL MEDICAL CENTER**

***(Santa Maria, California)***

(December 2015-Current)

***President & Chief Executive Officer***

Directs and oversees a portfolio of healthcare assets and demonstrates a solid understanding of different service lines and delivery models within market. Plans and implements new businesses using different business models and strategic relationships with external partners and physicians. Understands attributes that create successful organizations. i.e. legal, structural, economic, and employment models. Acts as conduit for other corporate functions supporting operations.

Builds and develops a bench of management talent by ensuring effective utilization of human resources and oversees integrated strategies to ensure quality results in the recruitment, selection, retention and development of the workforce. If applicable, maintains collaborative relationships with labor organizations.

Facilitates and reinforce through business processes and performance measures an institutional mindset for clinical innovation as an on-going process to look at clinical practices in order to reduce unnecessary variations to improve clinical outcomes and reduce costs.

Advances administrative and clinical information technology by demonstrating ownership and actively participating in process re-engineering and behavior change to realize the benefits of technology solutions and ensure project success.

Develops and executes strategy for each line of business/service within market area from the perspective of what makes it a viable enterprise and recognizes those elements that require modification and/or expertise to existing local processes and structure to ensure success.

Directs strategy for community benefit efforts by addressing a broad range of factors that impact population health, such as environment, social structure, resource distribution, etc., and strategically invests in focusing community benefit programs to effectively address disproportionate unmet health-related needs.

Oversees the process of philanthropy and focuses efforts to assess philanthropic capacity, sets measurable targets to sustain and grow the donor base through enhancing relationships with physicians and other partners and actively participates in the identification, cultivation and solicitation of donors and volunteer leadership.

Manages facility income statement and ensures strong operational performance of the market by managing operations to ensure high quality service, patient safety and patient satisfaction. Effectively seeks new revenue sources and drives overall performance to ensure stewardship of resources.

Manages and promotes good public relations by establishing and furthering relationships with key physicians and medical staff, community organizations, healthcare organizations, and other health related professionals.

Performs other duties as assigned.

(July 2010- December 2015)

***Executive Vice President, Chief Operating Officer, Chief Nurse Executive***

Directs, supervises and coordinates functions and activities of one or more hospital departments, develops and implements the hospital's plan for the provision of nursing care. Participates with other governance, managerial, medical staff and other clinical leaders in decision-making structures and processes of the Medical Center. Participates in formulating long-range objectives, plans and programs for Nursing, integrating those with overall hospital objectives and plans. Participates in the development of hospital-wide patient care programs, policies and procedures that describe how the nursing care needs of patient populations receiving nursing care are assessed, evaluated, and met.

(February 2007 - 2010)

***Vice President of Patient Care Services, Chief Nurse Executive***

Responsible for planning, organizing, directing, and controlling all functions of Nursing Services. Actively participates in the Executive Leadership Team, sharing authority and responsibility with other executive managers to assure the provision of quality, cost-efficient healthcare. The Chief Nurse has the authority, accountability and responsibility to establish nursing policies and procedures, nursing standards of patient care, treatment and services, and standards of nursing practice and nurse staffing plans for the organization.

**MARIAN REGIONAL MEDICAL CENTER**  
**(Santa Maria, California)**

(February 2004- 2007)

**Director of Medical/Surgical and Pediatrics Departments.**

Responsible for all patient-care activities and related administrative duties. Accountable 24 hours per day for leadership in the provision of nursing service and other professional disciplines necessary to support, maintain, and implement Marian programs and philosophy. Applies concepts derived from management and communications theory, group dynamics and counseling methodologies. Insures compliance with Joint Commission, licensing and other relevant regulatory standards. Plans and ensures compliance with departmental operation and capital budget. In addition to the listed major responsibilities, at times the Nurse Director may be assigned to other duties.

**SIERRA VISTA REGIONAL MEDICAL CENTER**  
**(San Luis Obispo, California)**

(2000- December 2003)

**Women's Health Services Coordinator** incorporated program planning and development for women's health services across the health care continuum. Responsible for providing department leadership and development in administration, clinical, financial and community based services.

**SIERRA VISTA REGIONAL MEDICAL CENTER, VALLEY COMMUNITY HOSPITAL**  
**(San Luis Obispo, California, Santa Maria, California, Templeton, California)**

(1997-2000)

**Regional Director of Oncology Services** for three community-based hospitals. In this position responsibilities included development and implantation of cancer care services, establishing affiliations and educational programs to meet the needs of the medical and greater general community.

**BRIGHAM & WOMEN'S HOSPITAL /DANA -FARBER CANCER INSTITUTE**  
**(Boston, Massachusetts) 1996-1997**

(1996-July 1997)

**Care Coordination Manager** for the Longwood campus of Dana-Farber/Partners CancerCare. In this position was responsible for the development and the implementation of Disease-Based Oncology Care Coordination of the merger of two hospitals.

**MEDICAL COLLEGE OF VIRGINIA**  
**(Richmond, Virginia) 1995-1996**

(1995-August 1996)

**Clinical Nurse** in a Respiratory and Medical Intensive Care Unit responsible for the daily hands-on care of critically ill ICU patients. Completed Post Anesthesia Care Unit training with adults and children.

**UNIVERSITY HOSPITAL HEALTH SCIENCE CENTER**  
**(Albuquerque, New Mexico) 1992-1995**

(1992-June 1995)

**Nurse Manager** of a General Medicine Department. I was responsible for the supervision of clinical and support staff; scheduling, productivity and budgetary management; establishment of goals and strategic planning. I introduced work redesign/change of staffing mix and improvement of work flow patterns. I was an active participant in Continuous Quality Improvement (CQI) and JCAHO preparation and planning.

**UNIVERSITY OF CALIFORNIA MEDICAL CENTER, IRVINE**  
**(Orange, California) 1986-1992**

(1992)

**Administrative Nurse IV** of a Progressive Care Unit and Per Diem Float Pool. Involved in the operations and management of this newly established Progressive Care Unit.

(1991-1992)

**Administrative Nurse III** responsible for the management of a Medical/Surgical Unit, Oncology Unit and Medical/Surgical Per Diem Float Pool. The position involved supervision of staff, development of goals for the departments, budgetary management and quality improvement.

(1986-1991)

**Clinical Nurse III** on an Oncology and Medical/Surgical Unit. Involved in supervision and guidance of other clinical nurses. Actively involved in hospital instruction programs and professional committees.

**UNIVERSITY OF CALIFORNIA, LOS ANGELES**  
**(Los Angeles, California) 1984-1986**

(1984-1986)

**Clinical Nurse I** initially, I was then rapidly advanced to a **Clinical Nurse III** position after a year of employment. Experience in head and neck, urology, vascular and liver/kidney transplantation nursing.

**ST. JOSEPH HOSPITAL**  
**(Chicago, Illinois) 1983-1984**

(1983-June 1984)

**Staff Nurse** on a busy Orthopedic Unit. Involved in patient care and quality control.

## **PROFESSIONAL COMMITTEES**

### ***Recently:***

#### **Santa Maria, CA**

Medical Executive Committee  
MRMC Community Board  
MRMC Foundation  
Pacific Central Coast Health Centers Officer  
Surgical Executive Committee  
Credentials Committee  
Patient Safety Committee  
Radiation Safety Committee  
Medical Staff Committees  
Quality Council Committee  
Patient Care Services Committee  
Grievance Committee  
Infection Control Committee  
Critical Care Committee  
Medicine Committee  
Perinatal Committee  
Maternal Fetal Medicine Committee  
Cardiology Committee  
Trauma Committee

### ***Formerly:***

#### **San Luis Obispo, CA**

American Cancer Society  
Management Competency Committee  
Stanford Cancer Affiliation

#### **Boston, MA**

Adult Oncology Clinical Steering Committee  
Joint Venture Inpatient Steering Committee  
Joint Venture Outpatient Steering Committee  
Women's Cancer Care Committee  
Cancer Care Steering Committee  
Care Coordination CQI Committee- Dana-Farber Cancer Institute & Brigham and Women's Hospital  
Massachusetts General Hospital & Dana-Farber/Partners CancerCare Home Care Program  
Infection Control Committee- University of New Mexico  
Bioethics Committee  
Nursing Council

#### **Albuquerque, New Mexico**

New Mexico Organization of Nurse Executives  
Medical/Surgical Continuous Quality Improvement Committee. Chairperson 1992-June 1995.  
Nursing Standards Committee

Kerin A. Mase, RN, BSN, MBA - CV



Nursing/Pharmacy Committee  
Cost Containment/Supply Planning Committee  
Albuquerque Technical Vocational Institute Board of Advisors  
Management Retreat Committee  
Strategic Planning Committee  
Nursing Core Council  
Skills Mix Committee. Chairperson 1992.  
A.A.N.S.R. Membership  
Acute Pain Service Committee  
Quality Improvement Committee  
Clinical Engineering Committee  
Oncology Standards Committee  
Patient Education Committee

#### **REFERENCES**

Available on request