

# CURRICULUM VITAE

## ARTHUR S. SHORR, FACHE

### PROFESSIONAL EXPERIENCE:

**Arthur S. Shorr & Associates, Inc., Consultants to Health Care Providers** Los Angeles July 1983 - Present  
**President**

Founded in 1983, Arthur S. Shorr & Associates, Inc. is a management consulting firm specializing in providing Strategic Planning, Operational Consulting and Business Practice services to Health Care Providers, including but not limited to: Hospitals, Medical Groups and Physicians. These services include:

- Strategic Planning
- Board and Medical Staff Retreats
- Strategic Medical Staff Business Development
- Managed Care Organizational Strategies
- Physician/Hospital Relationships
- Medicare Compliance Planning & Audits
- JCAHO Regulatory Compliance Review
- Risk Prevention Analysis
- Practice Acquisition and Sales
- Medical Staff Economic Grand Rounds
- Interim Practice Management
- Operational Consulting

**Cedars-Sinai Medical Center** Los Angeles May 1980 - January 1984  
**Chief Operating Officer, Senior Vice President for Administration**

Cedars-Sinai Medical Center is the largest acute care voluntary hospital west of the Mississippi. As Chief Operating Officer of this major teaching Medical Center, was responsible for all operating activities on the Medical Center Campus, including 5500 employees and an operating budget in excess of 300 million dollars; appointed as a voting member of the Board of Trustees.

**Mount Sinai Medical Center** Milwaukee, Wisconsin, May 1976 - April 1980  
**Administrator & Chief Operating Officer**

Mount Sinai Medical Center is a 450 bed community based, major teaching affiliate of the University of Wisconsin Medical School, Madison, and the Medical College of Wisconsin, Milwaukee, Wisconsin.

As Administrator and Chief Operating Officer was responsible for all day to day operational activities of the Medical Center was responsible for an employee complement in excess of 1600, and an operating budget in excess of 90 million dollars. From June 1, 1976 to February 1, 1977, served as Interim President and Chief Executive Officer while this position was vacant.

**Hutzel Hospital, The Detroit Medical Center** Detroit, Michigan February 1969 – April 1976  
**Assistant Director of Patient Services** 1973 - 1976

- Professional Services
- Nursing Services

**Assistant Director** 1970 - 1973

**Administrative Resident** 1969 - 1970

## EDUCATION:

**M.B.A.:** Health Care Administration, The George Washington University, Washington, D.C., 1970

**Administrative Residency:** Hutzel Hospital, Detroit, Michigan, 1969-1970

**Bachelor of Science:** Brooklyn College-City University, State of New York, 1967 - Major: Accounting, Economics

## ACADEMIC APPOINTMENTS:

**University of Southern California:** School of Policy, Planning and Development; Graduate Program in

Health Care Administration: Associate Clinical Professor: 1995 - Present

Adjunct Faculty: 1984 - 1994

Residency Advisory Committee: 1981 – 2004

Preceptor, Mentor: 1983-Present

**The George Washington University:** School of Public Health & Health Services

Adjunct Lecturer: 1992 – present

Executive in Residence: October 2004

Executive in Residence: November 2005

Executive in Residence: November 2006

**University of Wisconsin:** Adjunct Faculty: Program in Health Care Administration, 1977-1980

**University of Southern California:** Clinical Instructor: School of Pharmacy, Programs in Health Care, 1980-84

**UCLA:** Lecturer: Graduate School of Business, Medical Marketing Association, March, 1984

**Wayne State University:** Instructor: College of Lifelong Learning, 1973-1976

## APPOINTMENTS AND AFFILIATIONS:

### American College of Healthcare Executives:

Student Associate	1968 - 1970
Member	1970 - 1973
Diplomate	1973 - 2000
Fellow	2000 – present
Public Policy Committee	1999 – 2002
Regents Advisory Committee	1994 – present
Field Test Task Force:	
Health Leadership Alliance Competency Directory	2005

**Medical Practice Compliance Alert: Editorial Advisory Board** 2001 – present

**Healthcare CFO Report: Editorial Advisory Board** 1999 – present

**Healthcare Computing & Telecommunications: Consulting Editor** 1982 – 1984

**Computers in Health Care: Executive Advisory Board** 1982 - 1985

### American College of Medical Quality:

**Member, Advisory Panel, National Ethics Committee** 1997-2002

### The George Washington University:

**Distinguished Alumni of the Year Award** 2004

**Conejo Valley Critical Access Hospital Planning Taskforce:**  
**Co-chairman** 2004 - 2005

## TRUSTEESHIPS:

- Cedars-Sinai Medical Center, Los Angeles, California. May 1980 - December 1983
- Charter Community Hospital, Hawaiian Gardens, California. Member 1984-1985
- Imagination Workshop, Westwood, California 1985-1988
- Jewish Homes For The Aging of Greater Los Angeles 1985-1990
- Mad River Community Hospital, Arcata, CA October 2006 - Present

## **PUBLICATIONS:**

- Splitting the Financial Pie.** Southern California Physician. August 2005
- In the Defense of Hospitals: Taking the High Road.** Trustee: The American Hospital Association April 2002
- Billing Fraud-and-Abuse: Assessing Your Practice Risks.** The SCPIE Companies, Medigram 2002
- Billing Fraud-and-Abuse Compliance Audit: Key Risk Areas.** The SCPIE Companies, Medigram 2001
- Billing Fraud-and-Abuse Compliance Audit: Is Your Practice Ready?** The SCPIE Companies, Medigram 2001
- Has Nursing Lost Its Professional Focus?** Nursing Administration Quarterly, Fall 2000
- The Doctor's Practice Management Doctor,** M.D. News, June 1997
- The Solo Practitioner: Dying Species or a New Breed? Welcome to Health Care 1997,** M.D. News, March 1997
- Appraising Medical Practices,** Physician Recruiter, September 1995
- The Solo Practitioner: Dying Species or New Breed?,** Medical Staff News Cedars-Sinai Medical Center, Spring 1992
- Restructuring Your Practice to Meet the Challenges of the '90s,** Progress Notes, College Hospital Costa Mesa, May 1991
- Mergers and Acquisitions: Why Some Work When Others Fail,** Health Care Strategic Management, November 1988
- Industrial Medicine Clinics: Making the Right Acquisition Decision,** Health Care Strategic Management, Vol. 6, No. 10, October 1988
- The Long-Term Benefits of Helping Physician Groups with Strategic Planning,** Health Care Strategic Management, Vol. 6, No. 8, August 1988
- Part III: The Physician/Hospital Joint Venture: Developing a Win/Win Strategy for Success - Structuring and Negotiating the Deal,** Health Care Strategic Management, Vol. 5, No. 8, August 1987
- Acquiring Medical Practices: Protecting The Physician's Interest,** LACMA Physician, Vol. 117, No. 10, June 1, 1987
- Part II: The Physician/Hospital Joint Venture: Developing a Win/Win Strategy for Success - Joint Venture Strategies and Considerations,** Health Care Strategic Management, Vol. 5, No. 5, May 1987
- Personal Interview,** Computers in Health Care, 1982
- Practice Acquisition: To Buy or Not to Buy,** Healthcare Forum Journal, Vol. 30, No. 5, September/October 1987
- Part I: The Physician/Hospital Joint Venture: Developing a Win/Win Strategy for Success - The First Step: Developing the Environment,** Health Care Strategic Management, Vol. 5, No. 2, February 1987
- Attracting MDs Through Sponsored Management Services,** Newsbrief, Southern California Chapter Healthcare Financial Management Association, October/November 1986
- Employee Accountability: Are You Getting What You Paid For?,** Computers in Health Care, February 1983
- Beginning a Materials Management Program,** Hospital Purchasing Management, February 1981
- How To Prepare For Prospective Reimbursement: Development of a Comprehensive Management Information System for Personnel Utilization, Budget and Control,** Hospital Topics, Vol.53, No. 2, March/April 1973
- How to Take a Hospital to the Cleaners,** Hospitals, J.A.H.A., Vol. 45, August 16, 1971

## **PRESENTATIONS:**

### **The Role of the CEO in Effective Medical Staff Peer Review**

Semmelweis Society International, Inc., National Meeting 2006; Washington DC 5/06

### **The Role of the CEO in Maximizing Patient Safety**

American College of Healthcare Executives, 2006 Congress on Healthcare Leadership, Chicago 3/06

### **The Role of the CEO in Maximizing Patient Safety**

Healthcare Executives of Southern California, Riverside 1/06

### **Understanding Institutional Negligence: Hospitals and HMOs**

Medical Skills Trial College, Phoenix 2/05

### **Tracking Accountability Up & Down the Corporate Tree**

National College of Advocacy, Montreal 10/04

### **Role of the CEO in the Management Accountability Process: A View From the Courtroom**

Health Care Executives of Southern California, Los Angeles 7/04

### **Governance & Hospital Liability**

Los Angeles Chapter, American Association of Legal Nurse Consultants, Pasadena 6/04

### **Private Practice of Medicine, 2004: The Transition From Academic Medicine**

Cedars-Sinai Medical Center, Medical Staff & House Staff Alumni Association, Los Angeles 5/04

### **Corporate Strategic Planning Retreat**

Aspen Education Group, LaJolla, CA 1/04

### **Maximizing the Value of Private Practice**

Fall Symposium: Infectious Disease Association of California, Los Angeles 10/03

### **Issues & Dynamics Impacting the Private Practice of Medicine**

Cedars-Sinai Medical Center, Medical Staff & House Staff Alumni Association, Los Angeles 5/03

### **Institutional Negligence: Hospitals and HMOs**

Medical Skills Trial College, Tampa 1/03

### **Credentialing and Granting Hospital Practice Privileges: The Duties and Responsibilities of the Hospital.**

National College of Advocacy, Las Vegas 10/02.

### **EMTALA Update**

American Association of Legal Nurse Consultants. Indianapolis 4/02.

### **Elements of Accountability: Evaluating the Hospital's Role in Birth Trauma Litigation**

ATLA Birth Trauma Litigation Group, 2/2002

### **Hospital Liability in Medical Malpractice Cases: Administrative Negligence with Medical Consequences**

National College of Advocacy, 10/2001

### **The Unlimited Future of Healthcare in the 21<sup>st</sup> Century, From a Healthcare Administrator's View**

Keynote Address: Alpha Epsilon Delta, University of Southern California, Los Angeles 2/01.

### **Contemporary Issues in Hospital Medical Staff Credentialing & Privilege Granting**

National College of Advocacy, Rohnert Park 10/00

### **Hospital Governance & Liability: Understanding Liability Pathways**

Illinois Trial Lawyers Association, 9/2000

**Hospital Governance & Liability: Understanding Liability Pathways**

San Francisco Trial Lawyers Association, 8/2000

**Strategic Planning**

American Medical Group Association, Boston 10/99

**Practice Management Options and Opportunities for Effective Cost Management and Customer Satisfaction**

Saint Barnabas Institute for Physician Leadership, New Jersey 5/99

**Utilization Management: A Historical Context From the Physicians Perspective**

George Washington University School of Public Health, Washington D. C. 10/98

**Contemporary Issues in Hospital Liability**

Technical Advisory Service for Attorneys, Blue Bell, PA 10/98

**Contemporary Issues in Managed Care - The Impact Upon the Practitioner in the United States**

Hebrew University/George Washington University - Joint Program in Public Health, Israel 5/98

**Governance and Hospital Liability: Understanding Liability Pathways**

American Association of Legal Nurse Consultants, Dallas 4/98

**Key Developments in Healthcare Delivery in USA**

Australian General Practice Panel, Canberra, Australia 3/98

**Surviving, Thriving, or ?? Under Managed Care: You Have A Choice**

George Washington University School of Public Health, Washington, D. C. 10/97

**Understanding the Role of the Hospital Administrator & Board of Directors in Maintaining Community Standards**

Technical Advisory Service for Attorneys, Blue Bell, PA 2/97

**Patient Management Implications of Managed Care**

Annual Meeting of the Medical Staff, Monterey Park Hospital, 12/96

**The Strategic Role of Hospitals and Physicians in Creating Successful Integrated Delivery Systems**

Visiting Professor, Managed Care Colloquium, George Washington University Graduate School of Public Administration, Washington, D.C. 10/96

**Implications of Managed Care/Capitation on Physician Practice**

Medical Group Management Association, Las Vegas, NV 9/96

**The Potential to Create Regional Branded Delivery Systems: Challenges to the Investor-Owned Hospital**

Annual Corporate Regional Strategic Planning Retreat for CEO's and Key Administrative Staff, ORNDA Hospital Corporation, 8/96

**Theories of Liability Against a Hospital in an Orthopedic Implant Case**

Association of Trial Lawyers of America, 7/96

**Preparing for Success: The Role of the Community Hospital**

Board of Trustees Annual Strategic Planning Retreat, Panorama Community Hospital, 5/96

**Overcoming Practice Merger Hurdles to Ensure Success and the Bottom Line**

The American College of Medical Staff Development, 4/96

**How to Merge or Acquire Practices Without Losing Your Shirt**

The American College of Medical Staff Development, 4/96

**Working With Physicians: Building Relationships and Alliances**

Visiting Professor, George Washington University Graduate School of Public Administration 11/95

**Key Economic and Organizational Elements Necessary in Developing Successful Integrated Delivery Systems**  
American Academy of Medical Administrators 11/95

**Understanding the Psychology, Needs and Wants of Physicians in the '90s and Beyond**  
American Association of Health Care Consultants 10/95

**Reducing Costs, Right-Sizing and Reorganizing to Improve Market Value**  
The Alliance for Healthcare Strategy and Marketing 10/95

**The Legal and Working Relationships Between Board, Physician and Hospital**  
American Association of Legal Nurse Consultants 9/95

**Thriving Under Managed Care**  
The National Association of Physician Recruitment and Retention, Seventh National Symposium 9/95

**Overhead Expense Reduction Through Right-Sizing and Reorganization**  
National Institute of Physician Recruitment & Retention, Practice Management for Non-Clinical Administrators 7/95

**The Economics of Private Practice in an Integrated Delivery System**  
Parkview Health Systems MSO 7/95

**The Economics of Private Practice in an Integrated Delivery System**  
Parkview Health Systems PHO 6/95

**Thriving Under Managed Care: Keys to Developing A Progressive Integrated Delivery System**  
The National Institute of Physician Recruitment & Retention, The 6th National Symposium 5/95

**Medical Practice Consolidation for Specialists**  
Hoag Memorial Hospital 12/94

**The Private Practice of Medicine - the Evolution of Medical Care Organizations in the 90's**  
California Society of CPA's 10/93

**Physician - Hospital Relationships: Raising the Unpopular Questions**  
Healthcare Executives of Northern California 7/93

**Positioning Your Practice for Maximum Value in the 90's**  
Hoag Memorial Hospital 3/93

**Why Physicians and Groups Seek Affiliation "Mergers"**  
Main Line Health System of Pennsylvania 11/92

**Succession Planning for Medical Practices**  
California Society of CPA's 10/92

**Strategic Medical Staff Business Development: Census and Revenue Enhancement Strategies for the 90's**  
The Physician Relations Group 10/92

**Valuing and Buying a Practice: Opportunities for Growth and Integration**  
Osteopathic Physicians and Surgeons of California 9/92

**Medical Economics in the 90's: Is the Solo Practitioner Going to Exist?**  
Granada Hills Community Hospital 6/92

**How to Increase the Value of Your Practice**

United Western Medical Centers 5/91

**Specialty Service Marketing**

The National Association of Private Psychiatric Hospitals 4/87

**You and Your Medical Staff: Allies or Adversaries?**

Southern California Healthcare Marketing Association 3/87

**The Evolution of The Acute Care Hospital Sector through the Next Decade**

American Hospital Supply Corp. Hospital Applied Research Division 11/83

Rev. 11/06