

# CURRICULUM VITAE

## ARTHUR S. SHORR, L-FACHE

### PROFESSIONAL EXPERIENCE:

**Arthur S. Shorr & Associates, Inc., Consultants to Healthcare 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
- Joint Commission Regulatory Compliance Review
- Risk Prevention Analysis
- Practice Acquisition and Sales
- Medical Staff Economic Grand Rounds
- Interim Practice Management
- Operational Consulting

Shorr & Associates also offers case analysis, strategic planning, and expert witness consultation and testimony to plaintiff and defense attorneys.

**Arthur S. Shorr & Associates, Inc. d/b/a Shorr Healthcare Consulting** Los Angeles, CA August 2012 – Present  
**President**

Provide Strategic Planning, Operational Consulting, and Business Practice Services to Healthcare Providers.

**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 6500 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, WI, 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, MI 1969 - 1976  
**Assistant Director of Patient Services** 1973 - 1976

- Professional Services
- Executive Director 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:**

|   |  |
|---|--|
| <b>University of Southern California:</b> School of Policy, Planning and Development;<br>Graduate Program in Health Care Administration,<br>Associate Clinical Professor:<br>Adjunct Faculty<br>Residency Advisory Committee<br>Preceptor, Mentor   | 1995 - 2009<br>1984 - 1994<br>1981 - 2004<br>1983 - 2004                   |
| <b>The George Washington University:</b> Milken School of Public Health<br>Adjunct Lecturer of Health Services Management & Leadership<br>Lecturer of Health Services Management & Leadership<br>Assistant Professorial Lecturer of Health Services Management & Leadership:<br>Executive in Residence<br>Adjunct Lecturer of Health Services Management & Leadership | 2019 - Present<br>2012 - 2019<br>2004 - 2012<br>2004 - 2012<br>1992 - 2003 |
| <b>University of Wisconsin:</b> Adjunct Faculty: Program in Health Care Administration  | 1977 - 1980  |
| <b>University of Southern California:</b> Clinical Instructor: School of Pharmacy,<br>Programs in Health Care   | 1980 - 1984  |
| <b>UCLA:</b> Lecturer: Graduate School of Business, Medical Marketing Association   | March 1984   |
| <b>Wayne State University:</b> 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 - 2014    |
| Life Fellow   | 2014 - Present |
| Public Policy Committee   | 1999 - 2002    |
| Regents Advisory Committee  | 1994 - 2008    |
| Field Test Task Force:<br>Health Leadership Alliance Competency Directory                 | 2005           |
| Editorial Advisory Committee  | 2010 - 2013    |
| Medical Practice Compliance Alert: Editorial Advisory Board                               | 2001 - 2007    |
| Healthcare CFO Report: Editorial Advisory Board   | 1999 - 2007    |
| Healthcare Computing & Telecommunications: Consulting Editor                              | 1982 - 1984    |
| Computers in Health Care: Executive Advisory Board  | 1982 - 1985    |
| American College of Medical Quality:<br>Member, Advisory Panel, National Ethics Committee | 1997-2002      |
| The George Washington University:<br>Distinguished Alumni of the Year Award               | 2004           |
| Distinguished Alumni of the Year Award  | 2014           |
| Conejo Valley Critical Access Hospital Planning Taskforce:<br>Co-chairman                 | 2004 - 2005    |
| Desert Healthcare District Finance Committee  | 2016 - Present |

**TRUSTEESHIPS/GOVERNING BOARD**

|  |                |
|--|----------------|
| • Cedars-Sinai Medical Center, Los Angeles, California.                                    | 1980 - 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   | 2006 - Present |
| • American Hospital Management Corporation, Arcata, CA                                     | 2006 - Present |
| • Desert Healthcare District   | 2019 - Present |
| • Desert Healthcare District Foundation  | 2019 - Present |
| • University of California-Riverside:<br>Advisory Board, Design Thinking Executive Program | 2022 - Present |

## **PUBLICATIONS:**

- **Sexual Assault of Hospital Patients**  
Advocate: Journal of Consumer Attorneys Associations for Southern California; June 2018
- **Sexual Assault of Hospital Patients**  
Plaintiff: The Magazine for Northern California Plaintiffs' Attorneys; June 2018
- **Oversight of the Hospital-Based Credentialing and Peer Review Process**  
Journal of American Physicians and Surgeons Volume 18, Number 4. Winter 2013.
- **Hospital Negligence: Legal and Administrative Issues**  
Thomson Reuters October 2009. (Supplements Published: 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017)
- **The Role of the Chief Executive Officer in Maximizing Patient Safety**  
Healthcare Executive March/April 2007
- **Planning for Retirement: A Winning Strategy for Selling Your Medical Practice**  
MD News March 2007
- **Splitting the Financial Pie**  
Southern California Physician August 2005
- **In the Defense of Hospitals: Taking the High Road**  
Trustee: Journal of 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
- **Beginning a Materials Management Program**  
Hospital Purchasing Management February 1981
- **Employee Accountability: Are You Getting What You Paid For?**  
Computers in Health Care February 1983
- **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: Journal of the American Hospital Association Vol. 45 August 16, 1971

## PRESENTATIONS:

- **Sexual Abuse of Hospital & Nursing Home Patients: The Other Pandemic**  
PAVE Prevention, Inc., Violence Prevention Education Summit, September 20, 2022
- **Accountability in Healthcare Administration Leadership**  
Webinar: The George Washington University, Milken School of Public Health, 6/20
- **A Futures Paradigm to Restructure Hospital Credentialing and Privileging to Maximize Patient Safety**  
American College of Healthcare Executives, 2016 Congress on Healthcare Leadership, Chicago, 3/16
- **When Maximizing Patient Safety is Not the CEO's Priority #1**  
The George Washington University School of Public Health & Health Services. Webinar. 7/14
- **The Role of the CEO in Maximizing Patient Safety: Debunking the Myth of Tort Reform**  
Consultants Training Institute. Webinar. 4/14.
- **Career Positioning: Strategically Mapping Your Executive Career Development**  
American College of Healthcare Executives, Webinar, Central Illinois Chapter; 7/13
- **Modernizing the Governing Board/Medical Staff Relationship**  
American College of Healthcare Executives, 2012 Congress on Healthcare Leadership, Chicago, 2/12.
- **Appraising and Structuring Medical Practice Acquisitions for Effective ACO Relationships**  
Healthcare Executives of Southern California. Los Angeles. 5/11
- **Governing Board/Medical Staff Relations: A Modern Paradigm**  
University of California-Irvine, Paul Merage School of Business. 4/11
- **The Role of the Chief Executive Officer in Maximizing Patient Safety: Back to Basics**  
University of California-Irvine, Paul Merage School of Business. 4/11
- **Evaluating Corporate Negligence in Acute Care Hospitals**  
TASA Webinar. 10/10
- **Sexual Assault in Acute Care Hospitals and Nursing Homes**  
The Crime Victim Bar Association, New Orleans. 9/10
- **The CEO's Role in Maximizing Patient Safety and Avoiding Litigation**  
American College of Healthcare Executives, 2010 Congress on Healthcare Leadership, Chicago. 3/10
- **The Role of the CEO in Maximizing Patient Safety: A New Paradigm for Medical Staff Oversight**  
Hebrew University, Braun International School of Public Health. Jerusalem, Israel. 12/09
- **The Role of the CEO in Preventing Sham Peer Review**  
University of California, Irvine; UCI Medical School & Paul Merage School of Business, 7/09
- **The Role of the CEO in Maximizing Patient Safety**  
American College of Healthcare Executives, 2009 Congress on Healthcare Leadership, Chicago. 3/09
- **The Role of the CEO in Maximizing Patient Safety: Back to Basics**  
Health Care Executives of Southern California, Los Angeles. 12/08
- **Corporate Negligence in Acute Care Hospitals: Understanding the Continuum of Accountability from the Chief Executive Officer to Front Line Managers.**  
American College of Healthcare Executives Webinar, 9/08
- **The Role of the CEO in Maximizing Patient Safety: An Ethical Framework**  
Hebrew University, Braun International School of Public Health. Jerusalem, Israel. 4/08

- **The Role of the CEO in Maximizing Patient Safety**  
American College of Healthcare Executives, 2008 Congress on Healthcare Leadership, Chicago, 3/08
- **Sexual Assault in Nursing Homes**  
American Association for Justice, Chicago, 07/07
- **Maximizing Patient Safety from a CEO Perspective**  
Hospital Association of South Africa, 2007 Annual Conference, Stellenbosch, South Africa 6/07
- **Trends in Acute Care Hospitals in the United States**  
Hospital Association of South Africa, 2007 Annual Conference, Stellenbosch, South Africa 6/07
- **The Role of the CEO in Maximizing Patient Safety**  
American College of Healthcare Executives, 2007 Congress on Healthcare Leadership, New Orleans 3/07
- **Operational Productivity: Maximizing the Value of Private Practice**  
Osteopathic Physicians & Surgeons of Southern California, 46<sup>th</sup> Annual Convention, Palm Springs 2/07
- **Planning for the Paperless Office**  
Osteopathic Physicians & Surgeons of Southern California, 46<sup>th</sup> Annual Convention, Palm Springs 2/07
- **The Role of the CEO in Effective Medical Staff Peer Review**  
Sammelweis 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, 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, 10/2000
- **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 and 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