

Application Form

Profile

Linda P Trowbridge
First Name Middle Initial Last Name

Center for Elders' Independence
Home Address Suite or Apt
Oakland CA 94612
City State Postal Code

Primary Phone

Email Address

Which supervisorial district do you live in?

None Selected

Education

Select the option that applies to your high school education *

☒ High School Diploma

College/ University A

Name of College Attended

San Francisco State University

Degree Type / Course of Study / Major

MBA, Business Information and Computing Systems

Degree Awarded?

☒ Yes ☐ No

College/ University B

Name of College Attended

University of Colorado, Boulder

Degree Type / Course of Study / Major

BA, Economics

Degree Awarded?

☒ Yes ☐ No

College/ University C

Name of College Attended

Degree Type / Course of Study / Major

Degree Awarded?

☐ Yes ☐ No

Other schools / training completed:

Course Studied

Hours Completed

Certificate Awarded?

☐ Yes ☐ No

Board and Interest

Which Boards would you like to apply for?

Contra Costa Council on Homelessness: For Review

Seat Name

Have you ever attended a meeting of the advisory board for which you are applying?

☒ Yes ☐ No

If you have attended, how many meetings have you attended?

Please explain why you would like to serve on this particular board, committee, or commission.

I feel strongly these types of services need to be available to a broader population including financing mechanisms similar to other countries that enable individuals to remain housed in their communities.

Qualifications and Volunteer Experience

I would like to be considered for appointment to other advisory boards for which I may be qualified.

☒ Yes ☐ No

Are you currently or have you ever been appointed to a Contra Costa County advisory board, commission, or committee?

☐ Yes ☒ No

List any volunteer or community experience, including any advisory boards on which you have served.

On Lok Inc (Secretary, Treasurer, Vice Chairperson) On Lok Senior Health Services, Chairperson Boy Scout Committee Chair, Eagle Advisor (37 Eagle Scouts) ABL Organization CalPACE Chairperson

Describe your qualifications for this appointment. (NOTE: you may also include a copy of your resume with this application)

I am a Health Care Executive with more than 30 years of experience in managing population health, acute care facilities, Medical Groups, Community and Home Based Services as well as Medical Groups and all services for long term care in the continuum. I have worked with large health systems including Kaiser Permanente, Dignity, St. Joseph's of Orange, and Providence Health Systems. I have served on multiple boards including On Lok a PACE provider and originator of the PACE model and total integrated systems. For the past six years I have served as the CEO of Center for Elders' Independence a PACE system serving Alameda and Contra Costa Counties. In addition we are a HCBS waiver agency for the same counties. For the past 5 years I have served in the role of Chair for the California PACE association. My goal is to provide seamless care that includes appropriate determinants of health as well as medical interventions for all those in need, but especially vulnerable populations. I have significant experience in the areas where I have shown interest in the work groups. For the past 15 years my focus has been the continuum including long term care and supports as well as finding ways to fund these services. I served on the board of ON LOK for 17 years and have led CEI a PACE program for the past 6 years.

[Resume_LPT.pdf](#)

Upload a Resume

Conflict of Interest and Certification

Do you have a Familial or Financial Relationship with a member of the Board of Supervisors?

☐ Yes ☒ No

If Yes, please identify the nature of the relationship:

Do you have any financial relationships with the County such as grants, contracts, or other economic relations?

☐ Yes ☒ No

If Yes, please identify the nature of the relationship:

Please Agree with the Following Statement

I certify that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and undersand that all information in this application is publicly accessible. I understand that misstatements and/or omissions of material fact may cause forfeiture of my rights to serve on a board, committee, or commission in Contra Costa County.

☒ I Agree

LINDA P TROWBRIDGE

Piedmont, CA 94611

SUMMARY

Senior Health Care Executive with extensive experience in Strategy and Operations for the largest National and Regional Health Care Systems, including Hospitals, Continuum, Health Plan, Physician Groups and Managed Care. **Creative Change Agent** in the Health Care field with a record of designing new organizational structures and models of care to improve efficiency, save costs, raise quality and meet the desires and needs of those served. **Committed Leader** with the ability to create and communicate a passionate vision and align varied stakeholders including union leaders, front line staff, physicians, and outside partners to realize excellence and achieve organizational goals.

PROFESSIONAL EXPERIENCE

HEALTH MANAGEMENT ASSOCIATES, INC.

2012

Principal (4/2012- 12-2012), Independent Subcontractor (12/2012-current)

Served as part of a multidisciplinary team providing support for the transformation of a newly formed health system including a public/private partnership that is rationalizing service for acute care and related service to form an integrated system. Performed due diligence for a multi-billion dollar health plan acquisition. Provided consultation with teams for Health Plans submitting applications to serve dual eligible members. Provided consultation on roles for community based health care providers in home care, long-term care and other related services, including giving in person presentations and seminars. Provided consultation on the intersection of affordable housing and health care, created a business case (in the Bay Area); and supported national meetings for a large housing association. Led an environmental scan of capital needs for safety net providers for a new formed Social Impact Lending Organization. Provided leadership and content expertise in creating the HMA Accountable Care Institute and Practice Innovation center. Was active as part of a team in responding to and winning engagements through request for proposals and other business development activities.

KAISER PERMANENTE Northern CA

2004-2011

Executive Director of the Continuum for Northern California

Chosen to lead a major reorganization of the Continuum and Resource Management services in a newly created position with expanded responsibilities for Northern California. Accountable for establishing strategic, financial and operational direction and performance for services managed through the Continuum and for efficiencies in the hospitals. Responsibilities spanned national, regional and local committees such as Kaiser Permanente Aging Network as well as developing new models of care and continually improving quality while meeting existing and new regulations. Managed a \$2.2 Billion dollar budget and led a team of 2,000 to serve 10,000 patients per day at 21 Medical centers, 19 Home Health and Hospice agencies and hundreds of outside contracted providers. Accountable for access to services, quality and contract oversight including services in contracted settings, i.e. hospitals, clinics, dialysis centers, skilled nursing, internal operations Home Care and Hospice, Case Management, Palliative Care and Health Plan operations.

- Increased patient volume in Home Health and Hospice by 20% and in Skilled Nursing by 20% as well as implementing new services, improving quality and satisfaction while maintaining a flat budget of \$2.2 Billion dollars.

- Built highly performing team of 15 direct reports through motivation, coaching, recruitment and promotion that consistently met goals for quality and expense reduction. Achieved strong reputation for breeding leaders, while maintaining very low turnover rates.
- Launched evidence based/industry first Palliative Care and Advance Care programs in hospital and clinic settings by obtaining funding from leadership, bringing labor on board and creating new roles within clinical disciplines.
- Co-Sponsored the largest readmission/transition diagnostic project in the nation. Project included reengineering processes and designing system based rather than disease focused programs. Resulted in reduced readmissions and higher patient satisfaction and has elicited requests for national presentations and a paper submission to Medical Care (Official publication section for Medical Care for National Public Health Association).
- Developed and implemented a vision for improving Resource Management functions across Northern California. Drove cultural change, based on a strong business case, ultimately achieving 17% improvement in Patient Day Rates and improved quality of care by traditional measures and by member satisfaction.
- Worked with labor partners to create hospital and clinic efficiencies by consolidating six Hubs for ordering DME and Ambulance services. Established new claims processing functions for SNF, DME, Ambulance, Home Health and Hospice.
- Realigned existing resources to build new infrastructure to support after hours operations in Skilled Nursing, Home Health and Hospice, reducing patient returns to Hospital and Emergency Department for care.
- Wrote business case and gained executive support for \$17 Million dollars for hiring and on boarding additional Home Health staff to meet rapidly growing demands and regulatory requirements. Implemented project, outstripping original business case estimates for new members served and offsetting costs.
- Successfully designed and hard-wired in routine practices that met new regulatory requirements from DMHC, CMS, DPH, Joint Commission and NCQA and also improved efficiencies, met the needs of members and met the regulations routinely without additional staff being added to facilitate a survey.
- As Special Needs Plan Director, collaborated with MD partners to create and implement a new model of care that met drastically shifting regulations within a six-month time window as measured by HEDIS and Medicare Stars, preserving \$40 Million dollars in revenue while reducing hospital utilization. Model will be expanded to other populations.

KAISER PERMANENTE Northern CA

2001-2004

Continuing Care Leader for the North East Bay (2001 – 2004)

Scope of responsibilities as listed above for the North East Bay (Diablo and Napa Solano). In the NEB served 600,000 members, with a budget of \$310 million and approximately 500 employees reporting through the Continuum. In Home Health and Hospice, our agencies served approximately 600 Home Health patients per day and 200 Hospice patients per day. In Skilled Nursing Facilities, we cared for an average of 200 skilled patients per day and 1,500 custodial patients. Accountable for Strategic Planning and Resource Management in the Hospital.

- Completed the year under budget by 2-10% annually
- Led a team in writing and presenting the Business Case for the Antioch and Vacaville Hospitals, ultimately gaining board approval to build new hospitals in Antioch and Vacaville creating capacity to serve up 300 more people per day at Kaiser Permanente hospitals, meeting the Health Plan promise and commitment and improving financial performance.
- Mentored, created and leveraged a Highly Performing Team in the areas of service, employee pride and operational outcomes and appropriate use of resources. Achieved low turnover rates,

had several team members promoted within the organization and achieved outstanding operational results hitting all goals.

- Reduced outside claims' volume through improved reporting, strategies to address admission patterns, length of stay and appropriate case management as well as physicians' support.
- Improved Hospital Utilization year over year improving member satisfaction, creating needed capacity in the hospital and continuum settings, and improving financial performance.
- Successfully supported my team to pass NCQA at a level of "Excellence," as well as JCAHO and multiple DHS and CMS surveys in Home Health.
- Represented Kaiser Hospitals and Health Plans on the MediCal partnership Health Plan in Solano County, the Trauma Steering Committee for Napa and Solano Counties and the Economic Advisory Committee for the City of Walnut Creek.

ST. JOSEPH HEALTH SYSTEM Northern CA

1998-2000

Regional V.P., Strategic Planning and Business Development, CEO St. Joseph Home Care

Reported to the COO of the most profitable health care system in CA (\$2.4 Billion dollars in assets). Managed all regional functions for Northern CA, including business development, Managed Care, marketing, strategic planning and other operations. Region included six hospitals, seven Home Health agencies and several medical groups.

- Won formal recognition for consolidating seven home care corporations (\$20M revenue, 110,000 visits into a single entity reducing prior year \$4M losses to \$1M in year one as part of three-year plan for profitability.
- Nominated for award by staff for positive treatment of all 500 employees affected by merger, simultaneous work process redesign and introduction of performance based compensation system.
- Led efforts to create a new partnership with major academic center to jointly build and operate a Neonatal Intensive Care Unit targeted to generate \$2M per year.
- Co-led one of the first major scenario planning processes in the health care industry that changed decision-making system wide on critical long-term capital and strategic investment, with organizational impacts of up to 30 years.
- Created and implemented strategic and turn around plans for two hospitals which reduced losses by \$10M year one, as part of a three year plan for profitability.

KAISER PERMANENTE Oakland, CA

1996-1998

Project Manager New Ventures Group

Directed all phases in creating revenue generating business ventures, policy development, revenue and expense allocation, legal and regulatory matters, recruitment, marketing and managing start up operations.

- Created Laser Vision Correction Program in multiple sites generating \$1M in new revenue.
- Generated partnership opportunities for two large laboratories to serve new markets, utilize excess capacity and reduce operating costs for their internal customers.

ST FRANCIS HOSPITAL/ST MARYS MEDICAL CENTER, CHW, S.F. 1992-1996

Vice President Managed Care and Physician Organizations, CHW (1994-1996)

Director, Marketing and Planning Services Saint Francis Hospital & Medical Groups (1992-1994)

Hired to identify and work with the Board of Directors to find/negotiate with a partner, resulting in a merger of the hospital and associated Medical Groups while the organization was in a position of strength with outstanding profits and capital. Directed business development, strategic planning and marketing, legislative and public affairs, key corporate and government contracts, managed care,

medical group and senior program operations for existing and new service industry organizations (\$2Billion dollars in assets) that were created through mergers.

- Formally recognized for instituting managed care best practices for business acquisition, contract management and operational systems for a statewide health care system.
- Built a case for Board approval to pursue a merger with one of the largest California health care systems, while in a position of strength and profitability, which created one of the first financially successful mergers in the industry.
- Negotiated a merger that linked a single provider with large health care system, resulting in unprecedented terms including maintenance of a local board with reserve powers and unencumbered capital assets.
- Led three professional service organizations from pre-merger through post-merger integration, avoiding insolvency.
- Created new corporate identity and marketing program, maintaining market share while reducing marketing staff and expenditures by 70%.
- Led the Board of a San Francisco health care provider to adopt a new structure immediately improving its ethnic diversity, winning commendations from the San Francisco Human Rights Commission and maintenance of key contracts with the city.
- Developed innovative partnerships with competitors in three areas, avoiding loss of the business and preserving annual revenue of \$3M.

SUMMIT MEDICAL CENTER & PROVIDENCE HOSPITAL Oakland, CA 1983-1992

Director of Contracting & Strategic Planning (Winter 1991-1992) Summit

Director of Marketing & Public Relations (1983-1992) Providence

Led new venture activities, as member of a 4-person senior management group, including opening 90,000 square foot professional office building, with immediately profitable occupancy levels.

- Developed partnership with key competitor, still in place 10 years later, reducing operating costs by using excess capacity, and facilitating acquisition of equipment with a one year ROI.
- Co- led re-design service structure to enhance customer satisfaction and financial viability, shifting a facility to outpatient use within hours of the "deal closing".
- Created the first managed care department and functions, including acquisition of new business, pricing, marketing, balanced revenue sources and generating a profit while most of the industry was losing money.
- Led several business ventures including obstetrics, outpatient surgery & freestanding health clinics.
- Co- led founding a public policy group of competitors that pooled money and staff to create a perinatal program serving women and children.
- Oversaw crisis management efforts as chief spokesperson for major East Bay health care provider, which resulted in uniformly positive political and media relationships & coverage.

EDUCATION

MBA, Business Information and Computing Systems, San Francisco State, S.F., CA

BA, Economics, University of Colorado, Boulder, Colorado

PROFESSIONAL EDUCATION

Advanced Leadership Program Kaiser Permanente University of North Carolina

Managed Care Leadership Program Northwestern University

Formal Performance Improvement Models

BOARDS AND COMMUNITY INVOLVEMENT (Current and Past)

On Lok Inc. (Secretary, Treasurer, Vice Chairman)

On Lok Senior Health Services – Chairman

Boy Scout Committee Chair, Eagle Advisor (37 Eagle Scouts)

Girls Scout Troop Leader

Board of Elders, College Avenue Presbyterian Church (Finance Committee Chairperson)

Lake School Board -- Treasurer