

Israel Rocha, Jr.

QUALIFICATIONS PROFILE

- Over nineteen years of experience in executive leadership, healthcare, government, strategic development, public policy, communications, construction and development and marketing.

PUBLIC/PROFESSIONAL SERVICE

- Member, Regional Policy Board 2 (NJ, NY, PA), American Hospital Association
- Member, The Changing Workforce National Taskforce, American Hospital Association
- Board Member Elect, Board of Trustees, Healthcare Association of New York State (HANYS)
- Director, Board of Directors, NY Care Information Gateway (HIE)
- Past Director, Hospital Advisory Board of Directors, HealthFirst, Inc. (Insurance/MCO)
- Past Member, Texas Health and Human Services Commission, Executive Waiver (DSRIP) Committee
- Past Member, Texas Health and Human Services Commission, Medicaid and CHIP Border Rates and Expenditures Advisory Committee
- Past Member, Texas Hospital Association, Advisory Committee on Hospital Reimbursement

PROFESSIONAL EXPERIENCE

Vice President, NYC Health + Hospitals

New York, New York, December 2017 to Present

Chief Executive Officer, NYC Health + Hospitals/Elmhurst

New York, New York, July 2016 to Present

Chairman, President and Chief Executive Officer, NYC Health + Hospitals/OneCity Health

New York, New York, November 2017 to Present

Serve as Vice President of NYC Health + Hospitals, the largest public health care system in the United States with a combined budget of over \$8 Billion a year. The NYC Health + Hospitals system is comprised of 11 acute care hospitals; five post-acute/long-term care facilities; Gotham Health, a network of 70 Federally Qualified Health Centers; a certified home health agency; and MetroPlus, a health plan of choice for over 500,000. NYC Health + Hospitals provides over seven million encounters to more than one million New Yorkers every year. As Vice President, I serve on the President's Senior Cabinet, Strategic Planning Committee and assist with the operation of the NYC Health + Hospitals System. I also am a member of the system's Corporate Clinical Services Planning Group.

Serve as the CEO of NYC Health + Hospitals/Elmhurst, a 545-bed Level 1 Trauma and Academic Medical Center and concurrently serve as Chairman, President and CEO for OneCity Health, a subsidiary corporation of NYC Health + Hospitals focused on the implementation of \$2 Billion in transformative health programs under the State's Delivery System Reform Incentive Payment (DSRIP) program with the U.S. Centers for Medicare and Medicaid.

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Chief Executive Officer, NYC Health + Hospitals/Elmhurst

- Chief executive responsible for the operation of NYC Health + Hospitals/Elmhurst, a 545-bed comprehensive academic medical center and affiliate teaching site for the Icahn School of Mount Sinai.
- Elmhurst Hospital is a Level 1 trauma center, home to one of the busiest emergency rooms in the nation, a member of the White House Medical Unit Response Team, and the lead response facility for two of the world's largest airports. As the tertiary care center for the Borough of Queens, Elmhurst serves the most diverse patient population in the world with over 180 languages and dialects spoken.
- Responsibilities include serving as lead executive for strategic operations, general management, corporate mission, compliance, business development, academic fellowship, financial operations, information technology, grant initiatives and research.
- Oversee a budget of \$650+ Million in annual revenue and a total of 4,300 employees, including almost 1,000 physicians, residents and fellows and 1,300 nurses.
- Direct reports include: Regional Dean and CMO, CNO, COO, CFO, Chief of Ambulatory Care, Chief Patient Experience Officer, Chief Strategic Officer, Public Affairs Officer, and Human Relations Executive.
- Serve as Chairman of the Joint Operating Committee for our affiliate medical staff and joint operations with the Icahn School of Medicine at Mount Sinai.
- Report to the President and Chief Executive Officer of the NYC Health + Hospitals System and a local Community Board of Directors appointed by System CEO and the Mayor of the City of New York.

Key Accomplishments:

- ✓ Successfully implemented an operational and clinical improvement plan that helped turnaround the financial performance of Elmhurst Hospital from a negative \$100 Million budget deficit to breakeven in under 36 months.
- ✓ Increased new patient revenue by over \$50 Million in 24 months through the implementation of a clinical services plan that expanded Elmhurst's market share in the following key service lines: general surgery, orthopedics, neurosurgery, surgical oncology, cardiology, urology, gastroenterology and ophthalmology.
- ✓ Successfully secured over \$100 Million in new capital enhancement through governmental appropriations, grants and capital campaigns in under four years.
 - o Secured over \$40 million in funding to build a new Emergency Department, Observation Unit and Outpatient Psychiatry Unit.
 - o Secured over \$10 Million in funding to construct two new neuro-interventional suites that will help achieve a thrombectomy-capable and comprehensive stroke program at Elmhurst.
 - o Secured over \$5 Million to renovate our Women's Hospital including our Labor and Delivery Suites, Triage/Obstetrical ED, and Postpartum Unit.
 - o Secured over \$5.5 Million to construct a new ambulatory surgery center at Elmhurst.
- ✓ Invested over \$2.5 Million from operational savings to renovate our Medical Primary Clinic and modernize four inpatient psychiatry units to meet new ligature standards.

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- ✓ Achieved over \$87 Million in operational savings while serving as Chairman of the Best Practices (Optimization) Taskforce for the Acute Care Division of NYC Health + Hospitals system.
 - o Created a budgetary monitoring council with 11 hospital CEOs and staff that identified over \$400 million in potential cost savings over 5 years.
 - o Worked with hospital CEOs and their finance teams to successfully draft and implement operational amendments that closed budgetary gaps and aided in meeting system financial goals.
 - o Successfully implemented 4 best practice programs across the system include pharmacy discount reconciliation, 1:1 nurse protocol modernization, high-risk readmission patient mitigation and hospital dashboard planning.
- ✓ Worked with the Regional Dean to successfully return our Pulmonology fellowship program to full accreditation in under 12 months, re-accredit our 32 ACGME residency and fellowship programs, pass our LCME reaccreditation, improve our board passage rate to over 95%, restructure our lecture series and research programs, re-start our journal club, launch a new Global Health Policy Institute with affiliate sites in Africa and Russia, successfully expand our Emergency Medicine residency program to incorporate the residents and rotations from the closure of an affiliated hospital, and improve the placement of our residents into the top fellowship programs in the nation.
- ✓ Established a patient throughput and quality assurance team that reduced patient length of stay by 1.3 days, reduced ER wait times by almost 30 percent, and improved physician engagement scores by 20 percent in the first year of enactment.
- ✓ Worked with the clinical services team to establish new clinical guidelines that reduced CLABSIs and CAUTIs by over 40% within the first year of implementation and reduced surgical site infections by 30% in 12 months by creating a dedicated root cause analysis team.

Chairman, President & Chief Executive Officer, NYC Health + Hospitals/OneCity Health

- Serve as lead executive for OneCity Health, a subsidiary corporation of NYC Health + Hospitals committed to the transformation of health care systems to meet New York's evolving healthcare needs.
- Develop, manage and operate a comprehensive health network with more than 750,000 lives and 250 community providers and community based organizations that collectively aim to reduce healthcare complications, redesign systems of care, increase care access, and mitigate risk factors associated with social determinates of health.
- OneCity Health is New York's largest Performing Provider System (PPS) under the Centers for Medicare and Medicaid's 1115 Waiver program.
- Lead the implementation of over \$2 billion in transformational healthcare programs under New York's 1115 Waiver Program for NYC Health + Hospitals, Southern University of New York (SUNY) Downstate Medical Center and a growing pool of community providers and community-based organizations. The programs managed by OneCity Health include:
 - o The Delivery System Reform Incentive Program (DSRIP), a \$1.2 Billion program aimed at reducing avoidable hospital use by 25% over 5 years and shifting 80% of Medicaid managed care payments from a fee for service system to a value-based purchased care program.

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- o The Value-Based Payment Quality Improvement Program (VBP-QIP), a \$600 Million quality-based incentive program that supports safety-net hospitals in the transition to value-based payment contracting, improved quality of care performance and providing methods for long-term financial sustainability.
- o The Care Restructuring Enhancement Pilots (CREP) Program, a \$432 Million program aimed at enhancing the healthcare workforce's ability to serve the needs of managed long-term care patients, behavioral health-home programs and community based populations by closing the gaps in services inside and outside of the acute care setting.
- o The Capital Restructuring Financing Program (CRFP), a \$274 Million program that helps health care providers and systems fund critical capital and infrastructure improvements that help systems transform from volume to value reimbursement.
- Develop protocols, partnerships and collaborations across the care continuum to ensure OneCity Health's programs are well coordinated, integrated across key healthcare partners, reduce complexity and ensure optimal care outcomes for all patients.
- Ensure care programs help close gaps in the delivery of behavioral health services and transitions in care.
- Oversee the establishment, implementation, and maintenance of a data analytics and information-sharing platform to connect points of care among all network providers, community partners, and patients, and promotes transparency and accountability among all users.

Key Accomplishments:

- ✓ Successfully increased our performance earning target by over \$200 Million under the DSRIP Program by increasing performance in quality care targets through the development of a collaborative learning program and data sharing platform.
- ✓ Developed, prototyped and launched the NYC Health + Hospitals/Express Care program, the new urgent care service line for NYC Health + Hospitals.
- ✓ Established an Innovation Fund to bring clinical providers and community based organizations together to establish new programs that help address gaps in care and quality of life. These programs included:
 - o A food and nutrition program across three hospitals that helped over 800 families, who screened at food insecure, secure recurring food resources and S.N.A.P benefits for their families.
 - o A community reintegration program for previously incarcerated individuals with high and complex health needs. The *Connections to Care Program* provided individuals that were released from Rikers Island with physical, behavioral, and social health assessments. Upon release, participants are offered transportation and then connected to a health care provider to receive essential health care, including medication-assisted treatment for those with opioid use disorder who received such treatment at Rikers.
 - o A behavioral health transitional care program that unites recently discharged patients from an health acute stay with a comprehensive care team for 90 days to establish provider relationships, recurring health visits, compliance with medications and healthy habits. A team comprised of an outreach provider, nurse, community health worker, patient peer, care manager, clinical pharmacist, activity therapist and managed care navigator come together to help patients reintegrate to their daily life following an acute event.

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- ✓ Developed a \$160 Million contracting strategy that will establish long-term funding for quality performance through the implementation of a Bridges To Excellence program.
 - Bridges to Excellence Program helps providers and managed care organizations improve healthcare outcomes through care protocols and training for the appropriate documentation of care. This program helps reduce the preventable loss funding from incomplete documentation and lowered CRG scores.
 - The contracting strategy will fund the implementation of Planetree programs across NYC Health + Hospitals and SUNY Downstate Medical Center to increase patient centered care and HCAHPS scoring.
- ✓ Achieved 100 percent of earning targets and quality metrics under the VBP-QIP and CREP programs earning over \$1 Billion in value-based payments.
- ✓ Created an \$8 Million innovation fund that provided micro-grants to community-based providers across New York City to test new methods in care delivery.

Chief Executive Officer, Doctors Hospital at Renaissance Health System

Edinburg, Texas, December 2013 to July 2016

Government, Corporate and Public Affairs Officer, Doctors Hospital at Renaissance

Edinburg, Texas, July 2009 to December 2013

- Chief executive responsible for the operation of Doctors Hospital at Renaissance Health System (DHR), a 513-bed comprehensive academic health center comprised of a general acute care teaching hospital, a women's hospital, behavioral hospital, rehabilitation hospital, children's hospital, cancer center and more than 30 ambulatory care clinics dedicated to specialty services, including endocrinology, urology, neurology, cardiology, bariatric and metabolic health, gastroenterology, and several other specialties.
- Oversaw a budget of \$450 Million in annual revenue, 700 physicians and 1,000 nurses and a total of 4,200 employees.
- Responsibilities included serving as lead executive for general management, corporate mission, compliance, business development, operations, information technology, grant initiatives, and strategic operations.
- Served as lead executive for the operations of our affiliate agreement with the University of Texas – Rio Grande Valley.
- Worked with the Board of Directors to implement a strategic plan that will transform Doctors Hospital at Renaissance Health System into a Tier One Comprehensive Medical & Research Center.

Key Accomplishments:

- ✓ Converted general acute care hospital into an academic healthcare system complete with an expanded ambulatory clinical services division and accredited Graduate Medical Education Programs in Internal Medicine, Family Medicine, General Surgery and OB/GYN, and a leading Preventative Health Clinic-Based program.

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- ✓ Served as a founding member of the organizing effort that secured passage of legislation that established the University of Texas - Rio Grande Valley Medical School and helped launch the UT-RGV Medical School by leading efforts to establish core residencies, inaugural student rotations at DHR Health and served on the interview and search committees for the founding Dean and program leads.
- ✓ Secured over \$160 Million in funding from the Centers for Medicare and Medicaid Services (CMS) and Texas Health and Human Services Commission (HHSC) through the 1115 Delivery System Reform Incentive Payment Projects (DSRIP) program to fund DHR Health's transition from a hospital to an academic health center. Funded projects included: the development of 4 residency programs, transitional care clinics geared at reducing 30-day re-admissions, care clinics for indigent and uninsured individuals, diabetic prevention education programs, expansion of the Joslin (Endocrinology) Clinic at DHR, the development of a Maternal Fetal Medicine program and creation of a robust partial hospitalization program to meet behavioral health needs.
- ✓ Increased yearly net revenue by over \$30 Million through the implementation of a turnaround plan that included renegotiation of key insurance contracts, development of new service lines, development of a public-private joint venture program, working with the State of Texas to implement a standard payment system for Medicaid hospitals, "Making Cents" and "Going Green" Campaigns for faculty and staff and other key initiatives.
- ✓ Implemented asset financing plan, structured expansion of services, and restructured debt in a manner that help stabilize financials and improve return on investment performance by over ten percent in a two year period.
- ✓ Worked on Emergency Services development plan that helped increased ER Volume by more than 12 percent per year.
- ✓ Increased market share by over eight percent in 2014 through the development of new services lines.
- ✓ Successfully advocated to reverse the implementation of a Texas Medicaid payment rule that would have led to the loss of over \$24 million in annual revenue to DHR.
- ✓ Successfully implemented Lean Training Program in key services lines that resulted in improved clinical outcomes, adoption of evidence-based practices, patient experience, and operational savings.
- ✓ Successfully executed legislative advocacy and media campaigns that led to the creation of statewide parity for hospital inpatient reimbursement under the Texas Medicaid Program. New uniform rate system saved \$18 Million in annual revenue for DHR.
- ✓ Successfully advocated for legislative changes to the Patient Protection and Affordable Care Act (ACA) on key provisions regulating the Medicare and Medicaid Disproportionate Share Hospital Program, enhancing critical funding streams for hospitals in American Poverty Centers.
- ✓ Successfully advocated for the creation of a Medicaid Managed Care Modernization Amendment at the state level which led to protections in provider network adequacy, developed a provider protection bill and dramatically increased quality reporting metrics.
- ✓ Established and serve as the Executive Director of the RioONE Health Network, a communitywide Health Information Exchange (HIE) with membership from 3 hospital systems, over 300 physicians, 10 pharmacies, and 2 reference laboratory companies.
- ✓ Established and serve as the Interim Executive Director of the Hospital Coalition of South Texas, a 10 county area trade and advocacy association.

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Partner/Director of Development, Phillips Properties, Ltd.

Austin/McAllen, Texas, January 2007 – July 2009

- Co-managed firm's \$25 million real estate investment portfolio; responsible for increasing the valuation of land and commercial holdings; and securing public and private investment.
- Coordinated all ongoing construction projects, related personnel, led site selection team, and drafted budgetary goals.
- Oversaw and executed company's contracts with development firms, outside attorneys, banking institutions, and architectural & design teams.
- Served as point person for execution of leases, land acquisitions, due diligence review, contract pre-approval, budgets, pro-formas, and coordinated closings.
- Led financing operations, investor and banking relations and strategic development including drafting of project specific and overall corporate business plans.
- Represented company before local, state, and federal government agencies.

Key Accomplishments:

- ✓ Successfully worked with local community residents to incorporate the City of Von Ormy, Texas. Worked with the City of San Antonio and the Texas State Legislature to release community from existing ETJ to create city.
- ✓ Secured a \$700,000 grant from the Texas Department of Agriculture to bring utilities to project site, re-route water flows, construct a roadway providing access to site from a U.S. Interstate, and create 45 new jobs.

Deputy Chief of Staff/Legislative Director, U.S. Congressman Rubén Hinojosa (TX-15)

Washington, DC, December 2005 – January 2007

Policy Advisor, U.S. Congressman Ruben Hinojosa (TX-15)

Washington, DC December 2004- December 2005

Communications Director/Press Secretary, U.S. Congressman Ruben Hinojosa (TX-15)

Washington, DC December 2000- December 2004

Scheduler/Legislative Assistant, U.S. Congressman Ruben Hinojosa (TX-15)

Washington, DC July 2000 to December 2000

- Managed member's legislative agenda and assisted with passage of legislation.
- Served as office floor manager, and directly covered healthcare, agriculture, trade, military, housing, foreign relations, Social Security, energy, oil, tax and related issues.
- Represented Member of Congress at meetings, conferences, panels, and constituent events and served as office Senate liaison.

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Key Accomplishments:

- ✓ Healthcare: Worked on federal healthcare reform initiatives that would incentivize new models of care, address nursing shortages, restructure graduate medical education funding programs, and expand patient protection programs including introduction of HR 1993 (109th Congress), Living Organ Donor Job Security Act of 2005. Worked on key provisions of implementing legislation for Medicare Part D and served on ERISA reform taskforces.
- ✓ Trade: Assisted with trade negotiations with CAFTA Nation Ambassadors, Foreign Ministers, Vice- Presidents, local stakeholders and other senior staff.
Job Creation: Worked with local officials, city development agencies and the Department of Defense to place and retain a helicopter repair supersite leading to the creation of over 500 jobs.

EDUCATION

Wagner School of Public Service, New York University

New York, New York

MPA, September 2018

Completed International Health Policy Program in Geneva, Switzerland

Semi-Finalist of the NYU Stern School of Business Digital Entrepreneur's Challenge

Columbia College, Columbia University

New York, New York

BA, May 2000, Political Science & Environmental Science.

Biosphere 2 Center, Columbia University

Tucson, Arizona

Completed Earth Semester Program, Spring 1999.