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OFFICIAL APPLICATION FORM

Mark Jomsky
City Clerk or Deputy City Clerk

12/29/2020
Date

CITY OF PASADENA

APPLICATION FOR APPOINTMENT TO THE CITY COUNCIL, DISTRICT 5

The information contained on this form will be used by the City Council to fill a vacancy on the City Council for the District 5 seat. All applicants must be a resident living in Council District 5, of voting age, and registered to vote in Council District 5 at the time the application is issued by the City Clerk. Applicants are invited to attach additional pages, a copy of your resume, or submit supplemental information which you feel may assist the City Council in its evaluation of your application.

Applicant Name: Martha Shenkenberg

Home Address: [REDACTED]

Home Phone: [REDACTED]

Employer: Kaiser Permanente

Work Phone: [REDACTED]

Work Address: [REDACTED]

E-mail: [REDACTED]

Pasadena, CA 91188

Community Service - List boards, commissions, committees, and organizations on which you are currently serving or have served, offices held, and in what city.

See attached

Employment - Title and duties, current and past.

See attached

Education - Include professional or vocational licenses or certificates.

See attached

Application for Appointment - continued

Personal – Answer “yes” or “no” to the following questions:

1. Have you ever worked for the City of Pasadena? *(If yes, please list dates/department)* YES NO

2. Are you related to any employee or appointee of the City of Pasadena? *(If yes, please indicate name and relationship)* YES NO

3. Are you aware that financial disclosure will be required to serve? *(e.g. sources of income, loans and gifts, investments, interests in real property)* YES NO

4. Rules of law and ethics prohibit members from participating in and voting on matters in which they may have a direct or indirect financial interest. Are you aware of any potential conflicts of interest which may develop from your occupation or financial holdings in relation to your responsibilities as a member of the City Council, to which you seek appointment? *(If yes, please indicate any potential conflicts)* YES NO

5. Have there been or are there now, any personal or business circumstances which might reflect adversely on the propriety of your serving as a member of the City Council to which you might be appointed? YES NO

6. Are you aware of the time commitment necessary to fulfill the obligations of the City Council, District 5 seat, to which you seek appointment? YES NO

Application for Appointment - continued

7. What specifically in your background, training, education, or interests qualifies you as an appointee?

See attached

8. What do you see as the objectives and goals of the City Council?

see attached

Application for Appointment - continued

9. How would you help achieve these objectives and goals? What special qualities would you bring?

see attached

Signature: *Martha Shehenby* **Date:** *1/10/21*

I hereby certify that the following information is correct to the best of my knowledge.

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*Prior to **January 14, 2021 at 5:30 p.m.**, submit original application to: **Mark Jomsky, City Clerk**
100 N. Garfield Ave., Room S228
Pasadena, CA 91109*

Applications not received by the above stated deadline will not be accepted or considered for appointment.

City Council Application – Martha Shenkenberg

Page 1 - Community Service – *List boards, commissions, committees and organizations on which you are currently serving or have served, offices held and in what city.*

Pasadena, CA

- Pasadena Neighbor Network (PNN), member of leadership group – 2018 to present
 - Monthly meetings address various topics with neighborhood associations
 - PNN organized impactful public forums: Sales Tax (Oct. 2018), Disaster Preparedness (Mar. 2019) and Homelessness (Oct. 2019)
- Orange Heights Neighborhood Association, Board Member – 2018 to present
- Leadership Pasadena:
 - Advisory Board, 2018 to present
 - Board of Directors, Jan. 2010 - Feb. 2017, Secretary 1 year, Chair for 2½ years
 - Volunteer, 2000 - 2009
 - Inaugural Class, 1999
- University of Virginia (UVA) Alumni
 - Social Chairman for Pasadena Alumni Chapter, 2009 – present. Organize community and social events including the annual UVA Thomas Jefferson service day event. We provide a homemade dinner for the Community Meal at Lake Avenue Church every year around April 15th (2011-2019)
 - Darden Class Agent, 2010 - present. Support annual donation drive and reunion planning for our class. Focus on extensive outreach and event logistics
- Pasadena Marathon and Bike Tour Organizing Committee and Founders Club, 2007 – 2013
- Wrote and published The INSIDER'S Guide to Pasadena, 2001 - 2003. Sold at Vroman's and Amazon.com
- Lake Avenue Community Foundation Board of Directors, Treasurer, 2001 - ~2003
- Founder, STARS Tutoring, 1996 - ~2003. Stars started as an independent program; then was included in the Lake Avenue Community Foundation (LACF) for several years; became independent again around 2019. In it's 20+ year history, hundreds of students have been impacted
 - Leadership team - Established operations and volunteer training
 - Tutor and mentor

Charlotte, NC

- Forest Hills Church, Leader, Medical and Dental Mission Trip to Santa Domingo, 1992
- Charlotte Jaycees, Served as Management VP, Individual Development VP, and State Representative, President's Award, 1989 - 1992

Employment – Title and duties, current and past.

Dates	Company	Title	Type of Work	Location
2013 - present	Kaiser Permanente, Regional Office	Senior Manager	Internal Consulting focused on implementing Medi-Cal clinical programs throughout SCAL. Involves implementing clinical regulations in a complex integrated delivery system	Pasadena
2000 - 2013	Self Employed – MAS Health Care Consulting and Green Health Care Consulting	Independent Consultant	Consulting and clinical program implementation. Clients included: Kaiser Permanente SCAL, GA and HI; Children's Hospital of LA; Community Clinics including several Skid Row clinics; Cedars Sinai	Pasadena
1988 - 2000	Deloitte Consulting Booz-Allen & Hamilton Ernst & Young Coopers & Lybrand	Consultant - Manager	Health Care Consulting – focus on operational improvement and clinical program implementation	Los Angeles Atlanta Charlotte Charlotte
Summer 1987	Western State Psychiatric Hospital	Summer Intern	Strategic planning related to Psychiatric Nursing	Staunton, VA
1985 – 1986	St. Mary's Hospital	Head Nurse	Nurse Manager, Orthopedics, 24/7 operational responsibility	Richmond, VA
1982 – 1985	Medical College of Virginia Hospital	Staff RN, Assistant Head Nurse	Registered Nurse (RN) in Cardiac Surgery ICU and Orthopedics	Richmond, VA

Education – Include professional or vocational licenses or certificates

- University of Virginia, MBA, Darden School of Business Administration, 1988
- University of Virginia, BS Nursing, 1982
- Registered Nurse (RN), Virginia, 1982 – present
- Fuller Seminary – several evening, non-diploma classes, 2012 – 2013

7. What specifically in your background, training, education or interests qualifies you as an appointee?

I have a terrific combination of business / health care consulting and community experience. I can add unique value to City Council by applying this experience so that Pasadena continues to be the 'Center of the Universe'. Along with other Council members, I'm looking forward to ensuring 2021 is a year for Pasadena to recover and thrive.

My choice to work with community clinics and the Medi-Cal population shows dedication to and understanding of underserved and diverse populations.

Business consulting experience

- Ability to lead in multi-faceted organizations
 - In my Medi-Cal work with Kaiser Permanente (KP), I implement complicated California's Department of Health Care clinical Medi-Cal programs in a complex organization. These programs impact not only our members, but also physicians and staff in multiple clinical and administrative departments. In this work, I also coordinate with County Plan Partners such as LA Care and KP Northern California
 - I collaborate with stakeholders to make practical and valuable operational changes
- Proven results
 - Examples of recent programs I have implemented include:
 - Homeless Housing Navigation – members enrolled in Health Homes (DHCS clinical program) are now receiving homeless services
 - Non-Medical Transportation – thousands of members a month receive rides to their medical appointments
 - Whole Child Model - Children with complex medical conditions used to receive care through two different systems (one being CCS – California Children Services). They now receive all care through one system. Parents no longer have to navigate two complicated care systems
 - Examples of community clinical programs I led include:
 - Improved Diabetes care in community clinics, including CHAP
 - Design and implementation of an integrated care clinic (Primary Care, County Mental Health, County Public Health) on Skid Row
- Strong analytical skills
 - Strong ability to transform data into easily understandable information to inform decision making. I know how to ask the right questions to get to the root cause of problems and the heart of the issue.
 - A strong record of business case development providing budget and management plans, and broad stakeholder management

- History of applying effective business practices to health care
 - Implementing Quality Improvement programs / Operational process improvements
 - Strong project management skills especially implementation planning and execution
 - Job redesign that optimizes organizational goals and staff development
- Crisp and thoughtful decision making
 - Skilled in understanding decisions need to be made quickly versus when there needs to be more information and thoughtfulness.
 - In decision making, I always consider the impact on stakeholders

Community experience

My community experience gives me a broad perspective and deep understanding of Pasadena's diverse population and their needs.

- As part of STARS, I mentored teenagers from middle school through high school. Both went to college and have successful careers. This experience also provided deep insight into the needs of the NW population.
- I understand how community services work, including homelessness services.
- My work in Medi-Cal and Community Clinics provides first-hand experience in meeting health care and social needs of very low-income community members.
- My ongoing involvement in Leadership Pasadena since 1999 has given me insight into how Pasadena operates. It has given me an opportunity to work with many of the city's wonderful non-profits.
- My 2½ years of being the Chair demonstrates my leadership skills.

8. What do you see as the objective and goals of the City Council?

FROM THE CITY WEBSITE: "CITY COUNCIL GOALS & OBJECTIVES

- to maintain fiscal responsibility and stability;
- improve, maintain and enhance public facilities and infrastructure;
- increase conservation and sustainability;
- improve mobility and accessibility throughout the city;
- support and promote the quality of life and local economy;
- and ensure public safety"

There are long and short-term dynamics to the above goals and objectives:

Long term

- I would like to see the Council set and reinforce a unified vision for Pasadena 2100. In my mind, this is Pasadena continuing to be a world class city – with world class institutions and businesses, strong community programs, low violence and stable finances. This is consistent with the above objectives.
- I would collaboratively make decisions regarding budgets, issues, and policies to support a unified vision/ above goals and objectives so that Pasadena is well positioned to thrive well into the next century.

- I support developing very specific action items for each of the above goals and objectives. Monitoring clear roadmaps and action plans to obtain these Objectives ensures initiatives keep moving forward. These would be linked to various 5-year plans.

Short term

- For the short term, I would focus on fiscal stability in light of the COVID Public Health Emergency (PHE).
- For the very short term, the Council should leverage current programs and processes to ensure appropriate responses to COVID. Some of these are already in process. I support:
 - Transparent, appropriate and efficient vaccine distribution and reporting (*coming soon. 1/12*) through the Health Department as doses (*14,000 per Pasadena Star News, 1/9*) are allocated. (Believe me, I understand the challenge of working with State systems). I would also like to ensure vaccine information is distributed so people know exactly what to do / where to go when.
 - Economic recovery.
 - Educational recovery

As always, the Council must continue to balance the interests of multiple stakeholders to make decisions supporting the Vision, Objectives and Goals.

9. How would you help achieve these objectives and goals?

Here is a general outline of my approach.

- Engage and listen to all stakeholders and build a common understanding.
- It means asking key (an often hard) questions for each issue and decision.
- Consider unusual / creative solutions
- Based on data, weigh options against the vision, assess impact on individual stakeholder groups and make a decision with clear rationale.
- Communicate decisions and action steps clearly

For example, there is a proposal for developing 425 N. Los Robles. Here's what I would do:

- Leverage current approval processes and focus on community input to come up with win/win proposal.
- Ask key questions around the 425 N. Los Robles project: What do the neighbors want? Does the design provide a 'Pasadena' like ambiance? Does the design allow accessibility to needed services to its neighbors? Does the design incorporate a key community program – STARS, located at 500 E. Villa? Can the developer generate adequate revenue? How does affordable housing fit in? What state/county statutes are applicable?

Specifically, for COVID, I would work to develop a comprehensive recovery plan which may include working with:

- The Public Health Department to ensure, if not already completed:
 - A very specific list of priority recipients based on CDC guidance. Since the guidance can be general, it's important to drill down to specifics.
 - Ability to bill Medi-Cal for *administration* fee (different from charging for the vaccine which is not allowed, DHCS issued guidance in late Dec. on billing Medi-Cal for the administration fee)
 - An end-to-end distribution and administrative process; include evenings, weekends and holidays to ensure broad and swift access
 - A community communication plan
 - Easy to access and understand public tracking reports (already in process)
- The Economic Development committee to support local businesses and publicize broadly. Encourage more drive through entertainment and outdoor dining as state mandates allow.
- PUSD to develop summer programs for children and leverage current community programs. For example, discuss with Day One how we support increased enrollment in their summer program.
- I would like to organize a large public Thank You to health care workers and first responders.

What special qualities would you bring?

Some of the qualities honed through years of consulting include:

- Listening to understand
- Asking the right questions to get to the heart of the issue.
- Understanding multiple points of view.
- Conducting thorough data analysis to understand root causes of problems.
- Understanding regulations, how they are implemented and their impacts
- Implementing business process improvements in complex organizations
- Ensuring ALL stakeholders are included and respected

Other things that may be of interest:

- I will reduce my work schedule by 20% at Kaiser Permanente in order to have additional time and energy to focus on City business.
- Through my Medi-Cal, community clinic and community work, I understand the homelessness initiatives in LA County.
- I am also part of women's small group to understand systemic racism.
- Prior to moving to Pasadena in 1997, I lived in five cities since 1968 (Alexandria, Charlottesville and Richmond, VA; Charlotte, NC and Atlanta GA). This gives me perspective and deep appreciation for what makes Pasadena unique and very, very special.

MARTHA SHENKENBERG, RN, BSN, MBA

██████████
Pasadena, CA 91104

██████████ C: 626-379-6718
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Professional Experience

*Kaiser Permanente, Southern California Region, Medi-Cal and State Programs, 2013
- Present*

Senior Manager, Consulting Services

Responsible for operationalizing Medi-Cal mandates issued by California Department of Health Care Services (DHCS) throughout Southern California. Scope of work entails working with members, regulators, partner health plans, clinicians, physicians and senior leaders. Recent examples include:

- Non-Medical Transportation implementation
- Health Homes with emphasis on housing services for unhoused
- Whole Child Model which combined two different delivery systems
- Palliative Care design and implementation

MAS Health Care Consulting, 2000 – 2013

Independent Consultant

Clinical and business consultant for integrated delivery systems:

- Integration of strong clinical and business skills in design and implementation
- Deep experience in clinical settings across the continuum and settings – tertiary hospitals to community clinics
- Excellent project management skills

Project Examples – 2000 to present

- Design and implementation of CMS mandated Special Needs Plans clinical program requirements in an integrated health system
- Design and implementation of JWCH integrated care clinic on Skid Row
- Transitions management and readmission reduction
- Medical Home design and implementation for physician group / hospital system
- Electronic Health Record optimization
- Quality Improvement planning and implementation
- Chronic condition program development and implementation. Conditions include Heart Failure, Diabetes, Depression, Coronary Artery Disease in an integrated delivery system

- Population Care Management care program cost / benefit modeling and business case development
- Clinical training content development and implementation for Care Managers
- Palliative Care initiative development for a major national provider and health plan
- Strategic plan for inpatient and outpatient care delivery for a large integrated HMO
- Long term planning for Emergency and Operating Room services
- Project management, business process redesign and management communications component for multi-million patient billing system implementation

Deloitte Consulting, Los Angeles and Atlanta 1995 – 2000

Care Management

- Designed Care Management strategy and programs for a major health plan. Analyzed metrics and provided improvement recommendations
- Analyzed care management processes and results for a large integrated delivery system which included urban and rural hospitals, outpatient services and physician multi-specialty group

Outside Medical Contracting

- Managed collaborative efforts with Claims, Contracting and Provider to develop and implement claims payment guidelines for clinical services payment. Improved claims accuracy to 90 – 100%
- Achieved 94% - 100% payment accuracy prior to new claims system implementation by clarifying and testing contract terms.

Outside Medical Referral Process Reengineering

- Managed client teams to design and implement referral authorization and administrative processes for new centralized paperless claims process. Achieved 96% compliance.

Non-Client Management Responsibilities

- LA Office Leader for Firm's Initiative for the Advancement and Retention of Women
- Office Lead for Industry Print and Project Archimedes

Booz-Allen & Hamilton, Ernst & Young, Coopers & Lybrand, Charlotte, 1988-1995

- Process and Clinical Redesign - Clinical, administrative and support redesign for inpatient and outpatient services. Included performance metrics, job redesign, staffing, human resources, training, communication and restructuring.
- Process Improvement and TQM - Led client teams which improved clinical, ancillary, support and administrative processes.

Head Nurse, St. Mary's Hospital, Orthopedics, Richmond, VA, 1985-1986

Staff Nurse, Assistant Head Nurse, Medical College of Virginia Hospital, Orthopedics and Cardiac Surgery ICU, Richmond, VA, 1982-1985

Presentation / Speaker Examples

- Kaiser Permanente Quality Conference, 2016
- Medi-Cal Conference, New Orleans, 2016
- Care Continuum Alliance (previously DMAA), National Forum, 2009 (Reducing Heart Failure Readmissions) and 2010 (Innovative SNP Care Model)
- National HealthCare for Homeless, Poster session, 2009
- Guest lecturer, Health Care Management Elective, Darden School

Education

- University of Virginia, MBA, Darden School, 1988
- University of Virginia, BS Nursing, 1982

Community Leadership Experience Examples

- Pasadena Neighbor Network, part of leadership group – 2018 to present
- Orange Heights Neighborhood Association Board Member – 2018 to present
- Pasadena Heritage Member – 2018 to present
- Leadership Pasadena, Inaugural Class, 1999, Board of Directors for six years, Secretary one year, Chair for 2 ½ years, currently on the Advisory Board
- UVA Alumni
 - Social Chairman for Pasadena Alumni Chapter
 - Darden Class Agent
- Pasadena Marathon and Bike Tour Organizing Committee
- Published The INSIDER'S Guide to Pasadena, 2001-2003
- Treasurer, Lake Avenue Foundation Board of Directors
- Founder, STARS Tutoring, 1996, still operating for 20+ years
- Leader, Medical Mission Trip to Santa Domingo, 1992. Led physicians, dentists and pharmacists to set up and run a one-week health clinic
- Charlotte Jaycees, First VP, Management VP, State Representative, President's Award, 1989 -1993