


HOW SHE LEADS

2022 EDITION

The Heart Group,
Cardiovascular Associates Inc.
Dr. Shradha Rathi, MD



**CENTRAL VALLEY'S
PREMIER WOMEN
EXECUTIVES**

Highlighting their leadership principles,
business advice, and lessons learned.

A Supplement of
THE BUSINESS JOURNAL

These Successful Women Have More Than One Thing in Common.

They all lead from Downtown Fresno with a commitment to improving the lives of people throughout the Valley, each doing their part to make a difference in our community.



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County Economic
Development Corporation



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Growing the California Dream

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“Leadership is hard to define, and good leadership even harder. But if you can get people to follow you to the ends of the earth, you are a great leader.” — Indra Nooyi



Dr. Shradha Rathi, MD
The Heart Group

The heart of a woman is never to be underestimated.

Fresno physician encourages greater vigilance and representation in Cardiology for women.

Dr. Shradha Rathi, MD, is paving the way for a greater consciousness of women's heart health for patients as well as for future female Cardiologists. "It's not breast cancer, it's not accident fatalities, it's heart issues that claim the lives of more women, so it is important that more women are represented in Cardiology to provide the most comfortable and informed space for female patients," says Rathi, one of 12 Cardiologists and the only female Cardiologist at The Heart Group, the Fresno area's first dedicated Cardiology practice, and still largest, now in its 40th year.

Better understanding is where it begins, she says. "Women naturally open up more quickly to other women, and being a good listener besides, helps me get more quickly to what a patient is feeling and likewise to the right course of treatment."

Rathi developed this passion for Cardiology during her heart failure and transplant program at the Scripps Prebys Cardiovascular Institute in La Jolla, California. She went on to

join a cardiology fellowship at UCSF, Fresno, and subsequently became a staff member for UCSF before moving to private practice two years later. "I've always been inspired to learn more about the pathophysiology of Cardiology and how it affects all kinds of patient populations," Rathi adds.

After 10 years of working as a Cardiologist, Dr. Rathi is working to change the misconceptions about a woman's heart health. Heart disease is the No. 1 killer in women, but since it can present itself differently in women, heart attacks and heart disease can go undiagnosed for a longer period.

"The pathophysiology differs with women," she emphasizes. "There are some unique risk factors, for example SCAD—spontaneous coronary artery dissection is very unique to females." Risk factors for SCAD include pregnancy, fibromuscular dysplasia, hormonal therapy and some infertility treatments, and very high blood pressure.

Women are also more at risk of heart failure and complications when pregnant. Pregnancy can lead to gestational hypertension—a form of high blood pressure that often occurs during pregnancy. Women are also prone to preeclampsia, which can make them more vulnerable to strokes later in life. "Pregnancy precipitates gestational hypertension and preeclampsia, and these risk factors need to be top-of-mind for doctor and patient alike," explains Rathi.

Pregnant women can also experience peripartum cardiomyopathy, an uncommon form of heart failure that happens during the last month of pregnancy or up to five months after giving birth.

Rathi especially encourages women around the perimenopausal stage of their life or who have a family history of heart disease to receive a baseline cardiac workup since symptoms can be vague.

Dr. Rathi reiterates, men and women are different with heart disease, especially with the symptoms. "Women might not have the typical chest pain. They can have very vague symptoms like extreme fatigue or dizziness, so they need to recognize these and seek medical care in a timely manner," said Rathi. She urges women to learn all the symptoms of heart attacks and heart disease by asking their Cardiologist. "Even if tests come back negative, seek medical attention if anything feels wrong. Catching it early on is an altogether different trajectory compared to if you've already had a heart attack," said Rathi. "Women need to know that it's okay if it turns out to be nothing."

It's Dr. Rathi's hope that through her work she can bring greater awareness and in turn increased prevention of heart disease to women and their families, and in doing so, inspire the next generation of women in medicine to see Cardiology as a calling for all that it can do to enrich women's lives.

The Heartbeat of our Practice



Christine Bennett
FNP-C



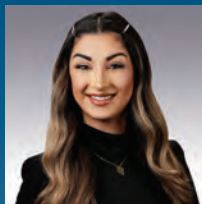
Brandy Chang
FNP-C



Ana Duncan
MSN, FNP-C



Karanvir Kaur
FNP-C



Yasaman Lajevardi
PA-C



Melissa Maduell
PA-C



Marcine Schreckengost
NP-C



Andrea Turnage
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MSN, NP-C

Our Nurse Practitioners and Physician Assistants bring our leading Cardiologists even closer to our patients and their success.

Having 12 of the most distinguished Cardiologists in the largest Valley practice wasn't enough for us at The Heart Group. We felt that championing the cause of our patients' health called for an additional layer of attention unmatched in the region.

Meet our Nurse Practitioners and Physician Assistants whose purpose is to enrich our patients' experience at every step. Like a team of special forces, they're here to explain in even greater detail what our Physician team is recommending and why - an added comfort level we were the first to provide 20 years ago. Each is equipped with a deep knowledge of Cardiology to give immediate answers in the hospital or in the office, a result of intensive specialized training.

Hand-picked, highly skilled, and great teachers for patients as well as our other team members, we salute these women in their starring roles for which there is no substitute. (Speaking of stars, 76% of our team members are women who, by the way, make Practice Medicine tick, period.)

Taking on challenging roles is nothing new for The Heart Group. In fact, we were the first dedicated Adult Cardiology practice in the Valley—a bold move in Internal Medicine 40 years ago. That first has led to many others.

And soon, one more ground-breaking move: building a first of its kind Cardiology Center rivaling any in California.

Eight Nurse Practitioners, three Physician Assistants and twelve Cardiologists, beating as one for the hearts of Central California.

To make an appointment please call: **(559) 492-5749**
Locations in Fresno and Clovis | Visit us at: www.theheartgroupfresno.com

Associate Publisher's Note



There are three advantages — undoubtedly among many more — that women leaders can bring to the table of any organization, according to Inc. Magazine. These include a competitive edge in soft skills, enhanced creativity in problem solving and building trust with honest, ethical leadership.

While Inc. provides research to back up these assertions, most reasonable people would recognize it's a pretty sweeping statement. The skills and accomplishments of individuals should be the driving factor behind their opportunities to lead.

But there's no denying the women featured in our third edition of How She Leads represent the kind of governance that moves hearts and markets. Their stories reflect the long years of study, career building, mentorship and even struggle that it takes to reach the top.

They contain tips and pearls of wisdom other women — or anyone, really — can follow if they want to reach the C suite.

We wish to thank all the women featured in this publication for sharing their invaluable advice and experience. Please join us in celebrating them and all the decision makers who make our economy operate day in and day out.

Sincerely,

Ashley Webster Rudolph

Associate Publisher

The Business Journal

Publisher

Gordon M. Webster, Jr.

Project Editor

Gabriel Dillard

Sales and Marketing Team

Abner Garcia, Brandie Carpenter, Kam Kaur

Graphic Designer

Cynthia Padilla

Women-Owned Businesses

In the Central San Joaquin Valley—ranked by number of full-time employees; if tied by number of part-time employees & then by number of offices.

2022 2021	Name of company Address	Phone Fax	Full-time employees	Part-time employees	No. of local offices	Primary business	Notable clients	Yr founded locally	Headquarters	Top local executive(s) Owner(s) or partner(s)
1 (NR)	Ruiz Food Products, Inc. 501 S Alta Ave. Dinuba, CA	591-5510 WND	4,000	WND	2	Manufacturer of more than 200 different products. Specializing in frozen prepared foods	National distribution: retail, foodservice, convenience store, clubs, etc.	1964	Dinuba	Kim Ruiz Beck, chairman
2 (NR)	Mary's Chickens, Turkeys and Ducks/Pitman Family Farms 1075 North Ave Sanger, CA	844-444-MARY WND	2,200	WND	WND	Certified humane-raised and handled heirloom and organic chickens, ducks and turkeys	WND	1954	Sanger	Richie King, CEO, Mary Pitman, David Pitman, Ben Pitman, co-owners
3 (2)	The Nelson Group 3400 McCall Ave., Ste. 100 Selma, CA	896-5000 896-8609	500	WND	2	Automotive sales & service, property development, rentals/management, restaurant & hotel	WND	1928	Selma	Dwight G. Nelson, CEO, Amber Billingsley, Kellie Lewison
4 (3)	GAR Bennett LLC 8246 S. Crawford Ave Reedley, CA	800-696-6108 559-638-6314	300	25	8	Water, irrigation, nutrition, regulatory and crop care advice and products	WND	1929	Reedley	Greg Musson, Tyler Bennett, Co-CEOs Karen Musson, managing partner, Maxine Bennett, Owner, Christina Musson-Rendon, Owner
5 (5)	Sebastian 7600 N. Palm Ave. Fresno, CA	432-5800 432-5858	200	WND	2	Full-service electrical and underground construction contractor	FUSD, SCCC, Costco Wholesale, CVMD, City of Fresno, Harris Ranch, CUSD, Fresno State, Tachi Palace	1946	Fresno	William Barcus, CEO Ruth Barcus, Susan Moran, co-owners
6 (NR)	Visalia Ceramic Tile, Inc. 917 N. American St. Visalia, CA	651-2925 651-2982	145	3	1	Ceramic tile installation and stone fabrication	Health care facilities, education facilities, Department of Defense facilities, Department of State facilities, private and office buildings	1985	Visalia	Sam R. Bruce, president Karen L. Acquafresca-Martinho, Robert P. Martinho, Michael J. Martinho, Edward A. Martinho, Owners
7 (6)	La Tapatia Tortilleria, Inc. 104 E. Belmont Ave. Fresno, CA	441-1030 441-1712	97	WND	1	Mexican food manufacturer, tortillas, tortilla chips, and wraps	Food Maxx, Save Mart, Winco, Food4Less, Wal-Mart and more	1969	Fresno	Helen Hansen, president/CEO
8 (7)	SAN MAR Properties, Inc. 6356 N. Fresno St. Fresno, CA	439-5500 439-1018	81	3	1	Property management, multi-family, single family and commercial	WND	1981	Fresno	Marc A. Wilson, president/CEO/owner, Angel M. Jackson, vice president, broker, partner
9 (8)	M Green and Company LLP 308 S. M St. Tulare, CA	688-7401 686-1297	75	WND	4	Accounting, auditing, tax preparation, bookkeeping, QuickBooks support, payroll, business consulting	Serving a large variety of clients in the Kings and Tulare County areas.	1951	Tulare	Marla D Borges Rebecca Agredano, Nicole Centofanti, Brenda Daddino, Jason Fry, Elaine Hopper, Ian Parker, Mary Quillin, Giuseppie Scalia, Natalie Siegel, Rosalind Wong
10 (NR)	Selma Pallet Inc. 1651 Pacific St. Selma, CA	896-7171 896-7784	75	WND	1	New and used shipping pallets. Manufactured and repaired pallets. Export shipping pallets	WND	1980	Selma	Lupe Romero, Vera Romero, Lynette R. Wilson, Louis V. Wilson, Jr., co-owners
11 (9)	Fresno Equipment Company 4288 S. Bagley Ave. Fresno, CA	486-8020 444-1700	74	2	2	John Deere agricultural, turf and compact construction equipment dealership	WND	1961	Fresno	Marsha Vucovich, owner, president/CEO, Reid Pinion, Controller & Operations Manager
12 (10)	Payroll People Inc. 2152 E Copper Ave, Ste 105 Fresno, CA	251-9060 251-1431	74	WND	1	Recruit, onboard, engage, manage & pay employees, all from a single-source HR and payroll solution.	WND	1981	Fresno	Bettye L. Smith, president/CEO/founder
13 (11)	Delray Tire and Retreading Inc. 2544 S. Cherry Ave. Fresno, CA	485-1761 485-7848	68	WND	6	Commercial tire sales, service, retread manufacturer, farm & retail tire and related products	WND	1993	Fresno	Mary Mastriano, Michael Lewis, Ralph Mastriano Tena Lewis, Erin Mastriano, Matthew Mastriano
14 (12)	Employer Driven Insurance Services, Inc. 5429 Avenida de los Robles Visalia, CA	888-886-7973 635-6527	61	WND	2	Third-party administrator for group health, dental, vision and life insurance.	WND	2016	Visalia	Stacy Morris, president/CEO
15 (16)	Amdal In-Home Care 318 S. M St. Tulare, CA	686-6611 686-6622	53	30	2	Provider of personal in-home care for seniors	WND	2000	Tulare	Deanne Martin-Soares, CEO, Charles Mack, president
16 (14)	Dumont Printing 1333 G St. Fresno, CA	485-6311 485-6357	50	2	2	Printing, mailing, fulfillment, large format, signage, trade show graphics, acrylic counter shields, custom-made hanging barriers.	WND	1950	Fresno	Susan Moore, president WND
17 (13)	Financial Credit Network, Inc. 1300 W. Main St. Visalia, CA	800-540-9011 888-326-4329	46	WND	1	Third-party debt collection	Energy, telecom, city government, court-ordered debt, health care	1954	Visalia	Kris Davisson, VP Alicia Sundstrom, owner/president
18 (24)	ATMF, Inc. dba Ano-Tech Metal Finishing 807 Lincoln Ave. Clovis, CA	299-6836 N/A	31	WND	1	Anodizing of aluminum products, passivation, chemical conversion, electropolish, hydrographics	Malibu Boats, Really Right Stuff, Total Concept, PNM, Adaptive Aerospace	1981	Clovis	Kelly Downs-Tuman, president Carol Downs, Kendra Downs-Hunter, owners
19 (1)	Hire Up Staffing & Healthcare Services 575 E. Locust, Suite 203 Fresno, CA	579-1332 WND	30	WND	2	Staffing services	WND	2010	Fresno	Rebecca Kirkman, CEO, James Kirkman, owner
20 (26)	Whitney Thompson & Jeffcoach LLP 970 W. Alluvial Ave. Fresno, CA	753-2550 753-2560	30	WND	1	Law firm	WND	2018	Fresno	Marshall C. Whitney, Timothy L. Thompson, Mandy L. Jeffcoach, Nikole E. Cunningham, Carl R. Refuerzo, Kristi D. Marshall, Courtney R. McKeever

Key: WND- Would Not Disclose. NR-Not Ranked.
All data has been provided by representatives of the businesses listed and Business Journal research. Not all sources surveyed responded to inquiries.

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E-mail: edward@thebusinessjournal.com

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Women-Owned Businesses

In the Central San Joaquin Valley—ranked by number of full-time employees; if tied by number of part-time employees & then by number of offices.

2022 2021	Name of company Address	Phone Fax	Full-time employees	Part-time employees	No. of local offices	Primary business	Notable clients	Yr founded locally	Headquarters	Top local executive(s) Owner(s) or partner(s)
21 (24)	Snowflake Designs, Inc. 2893 Larkin Ave. Clovis, CA	291-6234 291-6096	29	2	1	Manufacturing leotards	University of Kentucky, United States Special Olympic team	1985	Clovis	LaDonna D. Snow, president, Kindra Snow Walker, VP, Richard Snow, VP
22 (21)	JP Marketing 7589 N. Wilson Ave., Ste. 103 Fresno, CA	438-2180 438-2186	28	4	1	Advertising, marketing, PR, branding, creative production and design firm	WND	1994	Fresno	Jane Olvera, president, Jeanna Antonino, VP operations
23 (NR)	Alert-O-Lite, Inc. 2436 Foundry Park Ave Fresno, CA	486-4570 866-827-1270	28	WND	1	Construction equipment, industrial supplies, signs & traffic control service, True Value Hardware	General contractors, hospitals, municipalities, school districts, private & public businesses	1971	Fresno	Debbie L Hunsaker, president Ray Manzanedo II, general manager
24 (22)	California Business Machines, Inc 4260 N. Fresno St. Fresno, CA	225-5570 225-5827	26	WND	2	Office technology, printers, copier/MFP's, scanners, fax, ID badges, time clocks and more	Fresno and Tulare counties, City of Clovis, Fresno State Athletics, Superior Courts	1953	Fresno	Teri McNally-Brymer, president
25 (19)	MGS Construction Services, Inc. 1500 Enterprise Dr., Ste. 308 Lemoore, CA	772-1852 380-2701	25	WND	2	Government, commercial and residential construction	Department of the Navy and Army, Naval Post Graduate School, Kings County Department of Interior	2006	Lemoore	Diane E. Sanders, president
26 (23)	Valley Lahvosh Baking Co., Inc. 502 M St. Fresno, CA	485-2700 485-0173	23	WND	1	Lahvosh cracker bread and peda bread manufacturer	WND	1922	Fresno	Agnes Saghatelian, President/Owner
27 (28)	Facility Designs 7511 N. Palm Bluffs, Ste. 101 Fresno, CA	432-3200 432-4227	22	WND	1	Certified Herman Miller furniture platinum dealership & full-service interior design firm.	Clovis Community Medical Center, Saint Agnes Medical Center, CSU Fresno, CSU Stanislaus, OLAM, Valley Wide Beverage, Agrian	1991	Fresno	Suzanne Byrnes, principal Carrie De Young, Chief Operating Officer, Ali Butler, chief financial officer
28 (27)	Stefanelli Distributing 1945 W. Yale Ave. Fresno, CA	233-7138 233-1146	22	WND	1	Wholesale distributor of wines, spirits and premium beers.	The Grape Tray, Bella Vino, Whole Foods, Winco, Bev-Mo, Food For Less, Total Wine & More, The Market and more	1951	Fresno	Mary F Stefanelli, president Carol A. Stefanelli, Carla S. Rana, Carl Rana
29 (29)	Spherion Staffing 2006 N. Fine, Ste. 101 Fresno, CA	251-4040 251-7070	18	WND	3	Temporary, temp-to-hire, direct hire staffing for clerical, administrative, professional and more	100 area clients who engage 450+ temporary employees	1993	Fresno	Glenna J. Gates, licensee owner
30 (16)	Denham Resources 567 W. Shaw Ave., Ste. C1 Fresno, CA	222-5284 222-1321	16	30	2	Executive recruiting, office staffing, human resource consulting	WND	1970	Fresno	Joe Denham, CEO Dave Denham, CEO/co-owner, Kathy Bray, president
31 (30)	Archer & Hound Advertising 7910 N. Ingram Ave., Ste. 102 Fresno, CA	454-9400 454-9401	16	1	1	Full-service advertising agency	WND	2006	Fresno	Jessica Blanchfield, owner/president
32 (31)	Amdal Transport Services 318 S. M St. Tulare, CA	686-6611 686-6622	14	2	2	Non-emergent medical transportation	WND	2018	Tulare	Deanne Martin-Soares, CEO, Charles Mack, president
33 (32)	Lou Gentile's Flower Basket 4918 N. Blackstone Ave. Fresno, CA	243-9143 243-9151	8	4	1	Retail flower shop	WND	1949	Fresno	Judy Gentile Gaither, owner
34 (34)	Red Rose Transportation, Inc 5705 N. West Ave. Fresno, CA	277-1060 277-1067	8	WND	1	Transportation 3PL specializing in dry van, temperature-controlled, specialized & flatbed heavy haul	WND	1996	Fresno	Julianne Scelzi, CEO, Mark Rose, operations manager
35 (NR)	PREM - PR & Social 1060 Fulton St., Ste. 301 Fresno, CA	650-218-2205 WND	7	4	WND	WND	Utility Trailer, Golden Memorial Insurance Services, Ike's Love & Sandwiches, Field Van	2017	WND	Marilyn Cowley, CEO/creative director
36 (33)	Cohen Communications 1201 W. Shaw Ave. Fresno, CA	222-1322 221-4376	6	1	1	Full-service marketing, advertising and public relations	Central Valley Community Bank, The Big Fresno Fair, Merced County Fair, De Young Properties	1986	Fresno	Debra Nalchajian-Cohen, owner/principal
37 (NR)	RSVP Style 7455 N. Fresno St. Ste. 102 Fresno, CA	435-7787 WND	5	2	1	Luxury retail destination featuring both local and online store fronts.	WND	2003	The Palatine Building	Gina S Boyajian, COO, Stephanie M. Bedrosian, CEO
38 (38)	RPM PR 581 W. Fallbrook Ave., Ste. 107 Fresno, CA	205-0721 WND	5	1	1	Publicity, brand reputation management, media training, social media	WND	2016	Fresno	Rae Pardini Matson, CEO/founder
39 (NR)	Guardian Accounting, Inc. 321 E. Herndon Ave., Ste. 103 Fresno, CA	472-3183 900-4119	4	WND	1	Accounting, bookkeeping and CFO consulting services	Hire Up Staffing Services, Clovis Chamber of Commerce, Fresno Long-Term Care Medical Group,	2011	Fresno	Krista Beavers, founder/CFO
40 (NR)	A Sense of Place Fine Art Gallery 2003 N. Van Ness Blvd. Fresno, CA	392-6775 WND	1	0	1	Fine art gallery	WND	2012	Fresno	Ginny Burdick, owner/artist

Key: WND- Would Not Disclose. NR-Not Ranked. All data has been provided by representatives of the businesses listed and Business Journal research. Not all sources surveyed responded to inquiries.

Research: Edward Smith

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Leading the Way with Collaboration and Connection

Personal. Collaborative. Empowering. These words aren't often used to describe accounting firms, but The Garabedian Group intentionally offers a personal, collaborative, and empowering experience for both clients and employees.

As COO, Lauren Garabedian Ruff, CPA exemplifies this approach. She works closely with clients to meet their goals, and mentors her staff to be great business advisors. "Software can prepare a tax return," she says, "but understanding a client's priorities surrounding their personal financial health and tax planning is what sets us apart."

Lauren leads her majority-female team collaboratively, sitting side-by-side with team members

to teach them how to become empathetic business advisors. They sit in on her client conversations — both good and bad — to learn how to best manage those moments, and she empowers them with opportunities for growth.

In an unconventional move, The Garabedian Group went ROWE (Results Only Work Environment) in 2012, holding employees accountable while encouraging them to live the life they want.

As a dedicated mother, wife, and community volunteer, Lauren leads by example in cultivating a positive work-life balance beyond the office.

"It's all about connecting with people: our team and our clients," Lauren says. "Helping them find financial success along the way is incredibly rewarding."



Lauren Garabedian Ruff, CPA
COO & Business Advisor
The Garabedian Group



THE GARABEDIAN GROUP
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ARE YOU IN SEARCH OF A MEANINGFUL CONNECTION WITH A BUSINESS ADVISOR? LOOK NO FURTHER.

We Listen To You

Our team works collaboratively with you to formulate an action plan for financial success defined by you. This is why it's important to partner with the right team to create a plan that can be implemented at every stage of your business to achieve your professional and personal goals.

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13 YEARS EXPERIENCE



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Carla Milton,
Senior VP, Chief Human Resources Officer
Community Health System

Leading toward brighter futures

I'm celebrating 15 years at Community Health System. That may seem like a lifetime to many people but it's not uncommon for our team members to grow long careers here. This year, over 350 of my colleagues celebrated 15 plus years along with me.

In a healthcare career, you're going to experience a lot of change, much of which is outside your control. We all lived that intensely when COVID-19 knocked on our doors in 2020, but it's also the nature of this business. Ask a nurse what an average day is like on one of our hospital floors and you'll probably hear there's no such thing.

Our organization has to adapt to address the ever-changing needs of our community and patients. We've grown by integrating new techniques and technologies. We've added new service lines and brought on more

providers to our network; broadening our ability to serve our traditionally underserved area. We've grown our capacity to care for Valley residents no matter their situation.

Navigating change requires adaptability; adaptability requires resilience. Resilience begins with having a sense of connection and the security of well-being — physical, emotional, financial and mental.

We're working to build resilience through the employee benefits we offer, both the traditional benefits expected of employers and those that stretch beyond the expected. When I came on board in 2007, I'm not sure I could have predicted that a decade later we would offer our team free massages, virtual therapy at their fingertips or dedicated counselors who visit units and facilitate supportive conversations. It's just the right thing to do.

I'm sometimes asked why I felt called to a career in healthcare HR and I have to say it's the opportunity to make sure each employee's life off-the-job enables them to be their best on-the-job. I value the opportunity to address changes in what jobseekers expect enabling Community, the largest private employer in the Central Valley, to be the employer of first choice in the Valley.

Being named to Forbes' top 30 employers in California helps demonstrate that we're on the right track as does our 1st runner-up ranking on last year's Best Company to Work For list from The Business Journal.

I've worked in other industries but I appreciate that healthcare calls those who really want to work here. It's an industry that allows me to give back. And that's integral to my belief that we can better our world while we're here.

Navigating change requires adaptability; adaptability requires resilience.



A LONG HISTORY OF INVESTING IN YOU.

For 125 years, we've grown and improved so everyone in the Valley has a healthcare system they can count on.

We've come so far together, yet there's so much left to do.

Doubled our hospital bed capacity in the last 20 years

Now totaling 1,273 inpatient beds. Expansion projects include:

- Clovis Community 352 beds (288▲)
- Community Regional 685 beds (285▲)
- Fresno Heart & Surgical 57 beds (57▲)
- Community Behavioral Health 73 beds (12▲)
- Community Subacute & Transitional 106 beds

Expanding our network of physicians and providers

Added more than 25 clinic sites in the past 18 months with additional sites opening soon

Training 1,200 future clinicians a year

Doctors, nurses and others from 50+ programs

Caring for the underserved

Cost: \$184 million last year in unreimbursed & charity care

Providing more career opportunities

The largest private employer in the Valley with more than 9,700 team members and growing

Responding to new challenges like COVID-19

Cost: \$344 million since the pandemic began

- Cared for more COVID-19 patients than all hospitals in San Francisco County combined

And we'll keep pressing on ... for generations to come.



Stronger. Together.

CommunityMedical.org/Responsibility



Nancy Hollingsworth, RN, MSN, MBA
Saint Agnes Medical Center

Coming full circle to meet the needs of the community she calls home

Like her hero, Florence Nightingale, Saint Agnes President and CEO Nancy Hollingsworth, RN, has made amazing contributions to the medical field – not only at Saint Agnes Medical Center but throughout the Central Valley and across the country.

Though originally from southern California, Nancy's roots in the Valley run deep, starting with her college days at California State University, Fresno, where she earned her nursing degree. Immediately after graduation, she was hired as an oncology nurse at Saint Agnes and eventually moved into nursing management.

"I enjoyed my experience at Saint Agnes and made lifelong connections, but I was also interested in learning more about the business side of health care," she says.

Nancy's love of learning motivated her decision to pursue graduate education at Vanderbilt University in Nashville. In just two years, she earned both her Master of Science in Nursing and her Master of Business Administration; opening the door to a 7-year career in health care strategy and operations for international consulting firm, Deloitte Consulting.

"It was a stimulating time in my career and allowed me to help health care organizations across the country improve their performance, but something was missing. I wanted to make a difference in people's lives and in a community I cared about," she says.

So, when the opportunity presented itself to return to Fresno as Saint Agnes Medical Center's Chief Nursing Officer, she knew it was the perfect fit — a role that required expertise in both the business and clinical side of health care.

"The ability to speak both languages and bridge the gaps between the business and clinical aspects of health care has helped prepare me for the role that I am in today."

It's also what prepared her for the gamechanger that was Covid-19.

"When Covid hit, it amplified the challenges that already existed in health care in terms of resource and supply shortages," she says. "We had to refocus our energies to navigate the pandemic. We continue to make adjustments to our services as treatments and vaccines evolve, because we want to keep our community healthy."

The pandemic has caused seismic shifts in health care around the world, especially when it comes to the cost of providing care. With financial reserves depleted and costs of labor, supplies and medications up, Hollingsworth has been forced to steer into uncertain waters.

"Every day, my thoughts are on the state of our industry and the challenges we need to overcome to ensure a better future," she says.

The last few years have also caused many people to become more invested in their own health and the ways in which they receive care. Hollingsworth and the staff of Saint Agnes remain attuned to those needs.

"We are first and foremost a service industry, but in order to meet our patients' needs, we need to invest in the right resources and the right people to join our workforce," she says.

In the wake of the pandemic, health care facilities have been hard hit by workforce shortages and burnout. As a way to combat these challenges, Saint Agnes is focusing on career pathways and advancements within the organization. The hospital is also exploring avenues for supporting work-from-home roles as a way to better meet the needs of colleagues.

Hollingsworth also champions the importance of partnerships as a way of improving quality and accessibility to care in the Central Valley.

"Through partnerships we are able to provide members of our community with more access to care," she says. "When we combine resources with other organizations, we are able to more effectively meet the needs of the community."

Saint Agnes partners with a number of health organizations including cCARE, Fresno Surgical Hospital, Summit Surgery, Renaissance Surgical Center and Valley Children's Hospital, to name a few.

After 93 years serving the Central Valley, Saint Agnes continues to provide holistic care for the community. With Hollingsworth at the helm, Saint Agnes — and its patients — can look forward to a bright future.



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Janice Spicer, CFO
Johanson Transportation Service

Evolving leadership to inspire the 'greatest things'

I started out as Controller of Johanson Transportation Service (JTS) at the age of 26. Being so young and suddenly put into a position of leadership was difficult. Not only did I have to learn to lead, but I also had to gain my co-worker's trust. Over the past 35 years, my leadership style has definitely evolved.

From the very beginning, I've been a hands-on leader. I've always been willing to do the most basic of tasks, which has allowed me to inspire by example. I believe that individuals on my team should not be asked to do something that I would not do. By holding to that concept, I believe one can earn respect and loyalty from others.

As the company has grown, I have had to learn to delegate and mentor. Letting go and trusting others to be their best is very important. I want people to succeed and be recognized for their successes.

As a leader, I believe it is important to stay true to yourself. Honesty and integrity, which are part of our "Four Core Values" at JTS, have been a major part of my leadership style and have enabled me to get positive results from others.

This quote by President Ronald Reagan has been inspirational to me. He said, "The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things."

Talking to the President of JTS, Larry Johanson, he offered some insight on her leadership as well, saying, "*Janice is flexible enough to lead a group, or to be on the team for whatever project we are working on. She has been instrumental in the evolution of our accounting functions and a growing CFO role for 30 plus years.*"

"*Janice is driven and sets a very high standard for those she leads. She holds others accountable, and she is also there to help any way she can, but expects timely and thorough work, as she should.*"

"*Janice's greatest strengths as a leader are loyalty, honesty, and her dedication to making JTS a better company. Our company would not be where we are today without her commitment and leadership.*"

From the very beginning, I've been a hands-on leader. I've always been willing to do the most basic of tasks, which has allowed me to inspire by example.

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Teach 'Em to Fish

Early on in my career as a leader, voices from my childhood would cloud my head with phrases like “Mean what you say and say what you mean” and “If you want it done right you have to do it yourself.” As a believer of being a person of your word, the first phrase is still one I allow residency between my ears to keep me accountable to the expectations I set for myself and others.

The second phrase, however, now that’s a phrase I have had to work hard to remove from my childhood scripting and self-talk. Sorry Mom! I know that one is a favorite of hers, but as a leader, it will hinder you.

I came across this Chinese proverb many years ago, “Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime.” It wasn’t until I learned the difference between a manager and a leader that I truly understood its meaning and how to apply its purpose and put it to use. The difference between

a manager and a leader is this: A manager manages things; A leader leads people. I’ve learned that anyone can be put into a management position. Day after day employees are hired or promoted to management and with enough guidance, they’re trained on department expectations and job requirements, but that’s typically where the training stops. Unfortunately, very few people are trained on how to properly communicate well with people, therefore they never really learn how to be great leaders. Managing day to day tasks and supervising things getting done is easier when you’re likely delegating the tasks — perhaps so much so that you’re falling into the grey area of having your direct reports require your input for them to make decisions. And let’s face it, the manager is usually telling someone what to do with no clear direction or just simply doing the task themselves. But who are we really helping here?

Enablement is a learned behavior and if you’re constantly doing things for your employees instead of teaching them how to do it, being supportive, then letting them know it’s okay to fail, then we aren’t helping them or anyone for that matter. We are creating an environment of learned helplessness.

Now having spent years training and coaching other leaders and managers, I see a commonality many struggle with and that’s communication and a foundation for solid leadership. They tend to get bogged down with the concept of managing day to day tasks and wonder why employees are not happy, why they’re not getting the most out of their people or why they may be experiencing turnover. Their day is comprised of telling and doing and little inspiring and empowering. It will be more beneficial in the long run to teach a person how to do something than to do that something for them. If you aren’t inspiring people to grow and be better each day, then you’re taking on the role of a supervisor. Teach them to fish, coach them how to continue to grow in their role and train them well enough so they can leave. The caveat? Treat them well enough so they don’t want to.

'Great resignation'? 'Quiet quitting'? If you're surprised by America's anti-work movement, maybe you need to watch more movies

THE CONVERSATION

By Zen Dochterman

Lecturer of Writing, USC Dornsife College of Letters, Arts and Sciences

A femme fatale who tries to con thousands through her lover's insurance company. Jobless bikers on drug-fueled adventures in New Orleans. People smashing printers at work.

Watching movies like "Double Indemnity," "Easy Rider" and "Office Space," you might think Americans had never heard of the Protestant work ethic — the spirit of sacrifice and delayed gratification that helped build capitalism.

Films like these reveal that many Americans' current anti-work sentiments may not be all that new. As someone who has researched and taught world literature and cinema for over a decade, I believe some of the most fascinating movies make viewers ask, "What if all that hard work isn't really worth it?"

The pandemic and the 'Great Resignation'

Since the pandemic, more Americans than ever have been asking that same question.

During what some have termed the "Great Resignation," many Americans changed careers, quit bad jobs or refocused on life away from work. More recently, the trend of "quiet quitting," or doing only what one is paid for, has blown up on social media.

The phrase is a bit misleading, as one does not quit one's job. Instead, workers refuse to hustle in the workplace, especially since going "above and beyond" often means working for free.

The recent wave of quiet quitting comes from a deeper, more long-term disengagement with stressful work environments, unfulfilling roles and, despite recent wage hikes, the inability of paychecks to keep up with the cost-of-living crisis for many working and middle-class families.

Ironically, the drive to hyperproductivity that some argue is a central feature of capitalism is at an all-time high. Workers are told that if they "do what they love," work should never feel like a burden. Some theorists compare modern forms of work culture, especially in Silicon Valley, to a religion in their attempts to instill people with passion and meaning.

These developments have created a pushback, especially among younger generations, toward work-life balance, flexible schedules and a deeper focus on mental health.

Charlie Chaplin in "Modern Times" from 1936.



But some people have gone even further, with philosophers questioning the very foundations of an achievement-based society that lends itself to rampant burnout and depression. Political theorists and the anti-work movement are asking how it might be possible to create more free time for everyone, not just those who can afford to quit or take a job where they'll earn less money.

Crime as an alternative to work

Yet such anti-work sentiments are nothing new to American culture.

It was arguably Charlie Chaplin's characters that first expressed the anti-work ethos, most famously in the 1936 film "Modern Times," in which his character works too slowly at an assembly line and gets caught in the cogs of a giant machine.

Around World War II, crime became an allegory for an anti-work ethos: little effort, big payoff.

The film noir genre often explores the existential and psychological factors that drive people to crimes of passion.

Many noir films feature a femme fatale — that is, a woman who seduces men as part of a larger criminal plot for her to get ahead financially. This character type often speaks to a cultural fear around what women might do to remedy their domestic and workplace dissatisfaction.

For instance, in "Double Indemnity" (1944), Phyllis Dietrichson, who's unhappily married to an older,

Dennis Hopper and Peter Fonda in "Easy Rider" from 1969.



Quiet Quitting | From 15

wealthy man, seduces insurance salesman Walter Neff. They concoct a plot to stage her husband's murder as an accident and collect his life insurance money. A similar crime of passion against a wealthy husband also takes place in "The Postman Always Rings Twice" (1947).

Joseph H. Lewis' "Gun Crazy" (1950) charts the story of Bart and Laurie, who "can't live on 40 bucks a week." They embark on a string of robberies that allows them to live job-free for a time. After Bart learns that Laurie killed two people, he turns remorseful, exclaiming, "Two people dead – just so we can live without working!"

Youth rebellion and the counterculture

With the arrival of the 1950s, the anti-work ethos becomes associated with youth culture.

A new generation of "hoodlums," hippies and dropouts is a poor fit for the traditional workplace, beginning with the leather-jacket clad, motorcycle-riding Marlon Brando in "The Wild One" (1953) and James Dean in "Rebel Without a Cause" (1955).

"Easy Rider" (1969) follows two unemployed bikers who, after a lucrative drug deal, stop at a New Mexico commune and admire the self-sustaining economy there. They continue toward New Orleans and meet Jack Nicholson's George Hanson, who tells them, "It's real hard to be free when you are bought and sold in the marketplace."

Hanson goes on to contrast America's world of work to the freedom of a hypothetical alien species with no leaders and no money. The counterculture is crystallized.

Slackers and sabotage

In 1990s popular culture, a "slacker" ideal took hold.

The apathetic, unemployed or underemployed young person appears in films such as "Dazed and Confused" (1993), "Reality Bites" (1994), "Friday" (1995) and "The Big Lebowski" (1998).

Richard Linklater's "Slacker" (1990) follows a series

of unemployed people, hustlers and moochers around Austin, Texas, in their nonworking time. One of these men says, "To hell with the kind of work you have to do to earn a living. ... I may live badly, but at least I don't have to work to do it." He ends with the rousing proclamation: "To all you workers out there — every single commodity you produce is a piece of your own death!"

However, the slacker doesn't merely try to work as little as possible. Some seek to actively sabotage the workplace. In "Clerks" (1994), two workers are intentionally rude toward customers. They play hockey on a rooftop and go to a friend's wake during work hours.

"Office Space" (1999) follows three workers, who, frustrated with their company's malfunctioning printer, decide to take a baseball bat to it before infecting the office computers with a virus.

And in "Fight Club" (1999), Tyler, played by Brad Pitt, sneaks pornographic clips into family films while working as a projectionist. The narrator, played by Edward Norton, describes Tyler as a "guerrilla terrorist of the food service industry" after Tyler "seasons" plates of food at a fancy hotel with his various bodily fluids.

Recent cinema shifts to overt anti-capitalism

The 21st century has witnessed the rise of a whole series of foreign films and TV shows with explicitly anti-capitalist themes, with dramas like "Money Heist" (2017) "Parasite" (2019) and "Squid Game" (2021) centered on the characters' fight against economic inequality.

This trend is evident in American cinema, too.

In "Sorry to Bother You" (2018), workers are so desperate for economic security that they sell themselves into slavery at a company called "WorryFree." The satire follows Cassius Green, an African American telemarketer who, in his desire to rise up the corporate ladder, cuts deals with international companies to use WorryFree's slave labor. While not as explicitly anti-capitalist, Chloé Zhao's "Nomadland" (2020) paints a portrait of America where jobs are increasingly seasonal, temporary and insecure, leaving people adrift as "nomads."

Americans have long had a vexed relationship to work, seeing it as alienating, exploitative or simply without real payoff.

Hustle culture and "grinding" might still dominate in America. However, more theorists are now arguing that technological automation and major social change could lead to a world beyond work with more free time for all.

It is therefore more important than ever to pay attention to what these films say: Perhaps work does not hold the key to happiness, fulfillment and the good life.

Zen Dochterman wrote this article for The Conversation (theconversation.com), an independent and nonprofit source of news, analysis and commentary from academic experts.



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