



Hospital & Physician Relations Executive Summit: Transformation Strategies March 1-3, 2015 Faculty List

Jonathan Amalfitano

Director, Strategic Analytics
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Jonathan Amalfitano is the Director for Strategic Analysis at the North Shore-LIJ Health System. He started at North Shore-LIJ Health System in 2002 as a Planning Analyst after receiving his M.B.A in Finance at Hofstra University and has been there since. He is a member of the Health Systems' Data Governance Committee where the mission is "to ensure availability of highly reliable, consistent, secure, comprehensive data at the point of need". Over the past 12 years he has been part of the Health Systems' mergers and acquisitions, Certificate of Need Applications.

Tricia Anderson

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Tricia Anderson is the Director of Business Development for Texas Health Resources. She has responsibility for executing volume building strategies and increasing physician engagement through improved physician relations. She has more than 20 years of in-the-field experience building strong relationships with physicians with exceptional ROI results. Before joining Texas Health Resources, Tricia was Marketing Director for a 17-physician orthopedic practice in Arlington, Texas.

David Anderson

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David Anderson is Vice President of Strategy at USPI. In addition to his involvement in strategic planning efforts, he oversees USPI's strategic systems investments, including the proprietary tools developed using data acquired from Heath Market Science. He also leads efforts to develop new sales channels through surgery benefit management companies and healthcare transparency providers. He joined USPI in 2012 from The Boston Consulting Group, and was previously a partner at the law firm of Carrington, Coleman, Sloman & Blumenthal, LLP in Dallas. He has a J.D. from Columbia Law School, and a B.A. in history and economics from Baylor University.

David G. Anderson, PhD

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David G. Anderson is a Managing Director at BDC Advisors with more than 30 years' experience. Since the passage of health care reform in 2010, David has directed strategic and operational engagements focused on assisting academic medical centers and regional health systems develop new business strategies and organizational relationships to prosper in the emerging population health reform market. His work has included the development of an accountable care strategy and organization for a large regional health system in the Midwest, a clinical integration and physician alignment strategy for a leading East Coast academic medical center, and a project to develop a "consumer choice" plan design and provider network for a large California-based health plan.

Nathan L. Anspach

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Nathan Anspach is the Senior Vice President and CEO of the Scottsdale Lincoln Physician Network and Accountable Care Organization. Prior to joining the Scottsdale Lincoln system in 2010, Nathan led large hospital sponsored and independent physician practices in Miami, Jacksonville, and Houston and was the senior consultant for a national physician practice management company. He began his career in hospital sponsored physician group practice management in 1985. Nathan is a Fellow of the American College of Healthcare Executives and the American College of Medical Practice Executives and holds Bachelor's and Master's degrees from the University of North Florida.

Deirdre Baggot

Senior Vice President
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Deirdre Baggot is a vice president at The Camden Group and a nationally recognized expert in the area of bundled payment. She also leads the Bundled Payment Practice Area of the firm. In 2012, Deirdre was appointed by Centers for Medicare & Medicaid Services (CMS) to be an expert reviewer for the Bundled Payments for Care Improvement Initiative (BPCI) for Models 2 through 4. Prior to joining The Camden Group, she served as the administrator of the cardiac and vascular institute at Exempla Saint Joseph in Denver, CO, where she played a key role in helping the hospital win the bid to be selected as an Acute Care Episode cardiovascular services pilot program only one of four in the nation. She has shared her expertise with a number of national and international organizations including The Governance Institute, American Organization of Nurse Executives, Health Care Advisory Board, VHA Inc., and Healthcare Financial Management Association on global pricing and the Medicare Acute Care Episode Demonstration and has been featured in The New York Times, The Wall Street Journal, Modern Healthcare, BoardRoom Press, Payers and Providers, and on National Public Radio's Morning Edition, All Things Considered, and Planet Money.

Prior to joining Exempla Saint Joseph Hospital, Deirdre worked for 10 years in academic healthcare, first at Northwestern Memorial Hospital and later at The University of Michigan Health System in a number of key leadership roles. Her current research interest is in executive decision-making and healthcare payment reform. Additionally, she is a national speaker and author who has published more than 20 papers on bundled payments, healthcare reform, physician integration, and service line strategy and development. Currently, Deirdre serves on the Board of the Colorado Organization of Nurse Leaders and is completing her Ph.D. at the University of Colorado, Denver, CO. She received her bachelor's degree in nursing (summa cum laude) from Southern Illinois University, Edwardsville, IL. She received a certificate

in Health Care Executive Leadership from Wharton School of the University of Pennsylvania, Philadelphia. She earned her master's degree in business administration from Loyola University Graduate School of Business, Chicago IL. Deirdre holds a Ph.D. from the University of Colorado.

Susan Boydell

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Susan is a partner with Barlow/McCarthy where she brings practical volume-building strategies to health care organizations across the country. Her 25 years health care experience has taught her that hospital-physician strategy is a process that starts with the right team. She is able to define the right mix of products and services required to align expectations and earn measurable results. She helps organizations grow through referral development strategies and new program development. Before joining Barlow-McCarthy, Susan led the business growth strategy at Texas Health Resources and was the marketing and brand leader with BayCare Health System.

Elizabeth Conrad

Senior Vice President/Chief Human Resources Officer
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Elizabeth Conrad leads the strategic development and integration of services for human resources across Lahey Health. She has more than 30 years of experience in human resources leadership. Prior to joining Lahey Health, Elizabeth served for 10 years as vice president, human resources for the St. Raphael Healthcare System in New Haven, CT, now a part of the Yale New Haven Health System. Elizabeth has served as the chief human resources officer in health systems in West Virginia and Portland, ME. She is a member of the Society for Human Resource Management (SHRM), American Society of Healthcare Human Resources Administration (ASHRA) and WorldatWork (formerly the American Compensation Association).

Michael Dulin, MD, PhD

Chief Clinical Officer for Analytics and Outcomes Research
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Sunil Eappen, MD

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Dr. Eappen is a board-certified anesthesiologist and is the current Chairman of Anesthesiology and the Chief Medical Officer at the Massachusetts Eye and Ear Infirmary in Boston, as well as Assistant Professor of Anesthesiology at Harvard Medical School. He completed his residency and fellowship in anesthesia from the Brigham and Women's Hospital, Harvard Medical School. From 2006-2009, he served as the Vice Chairman for Clinical Affairs and the head of the Clinical Assessment Committee at Brigham and Women's Hospital. Dr. Eappen's expertise is optimizing operational throughput and efficiencies in the OR, anesthesia staff modeling, anesthesia compensation analysis, and block time scheduling. He has numerous published articles and is a national speaker on turnover time as well as the utility of surgical checklist implementation in order to reduce surgical complications. As a consultant with Surgical Directions, he provides keen insight into the barriers in optimizing OR and anesthesia productivity. He is a member of the American Society of Anesthesiologists, American Medical Association, Massachusetts Society of Anesthesia, Massachusetts Medical Society, Society of Education in Anesthesia, American Society of Regional Anesthesia, and is the current President of the American Association of Clinical Directors (AACD).

Joseph Eberle

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Joseph Eberle is CTG's Principal Consultant and Chief Solutions Architect for Data Analytics Solutions designed for the healthcare industry including: predictive health profiler, disease risk registries, accountable care management system, medical outcomes analytical toolset, and drug risk and reconciliation solution. Joseph has led technical project teams and provided project management oversight to CTG clients in a wide variety of industries for 26 years. He has extensive experience designing and developing knowledge-based management systems, Web-based applications, and data warehouses, identifying project needs, and establishing enterprise-wide data architecture policies and procedures. Joseph is widely consulted on developing ontology-based applications.

Kevin Fickenscher, MD

President/CEO
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Kevin Fickenscher, MD is the Founder and CEO of CREO Strategic Solutions, LLC. Previously, Kevin served in a variety of positions for Dell Healthcare Services preceded by leadership roles with Perot Systems, which was acquired by Dell in November 2009. At Perot, he developed and led the healthcare consulting practice and served as the Chief Medical Officer prior to assuming his roles as the head of International Healthcare Services and as the leader for Strategic and Development Services. He is an internationally recognized visionary healthcare leader and has consistently been ranked among the *Most Powerful Physician Executives in Healthcare* by *Modern Healthcare*.

Jerry Floro, MD

President
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Jerry Floro, MD, has been a board-certified cardiologist for almost 30 years, and has extensive experience in cardiovascular disease, interventional cardiology and managed care. He has been chairman of Quality Management for Pioneer Medical Group in Los Angeles since 2000 and serves on the Regional Peer Review committee for United Healthcare Health Plan. Jerry received his undergraduate degree from the University of Southern California and attended medical school at Vanderbilt University in Tennessee.

Robert J. Fortini, PNP

Vice President, Chief Clinical Officer
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Robert Fortini is the Chief Clinical Officer for Bon Secours Medical Group in Richmond Virginia. He is responsible for facilitating Provider adoption of EMR, coordinating clinical transformation to a Patient Centered Medical Home care delivery model, and facilitating participation in Population Health initiatives as well as Physician advocacy. He has extensive experience in Operations and Clinical Policy development, and experience in workflow re-engineering and CQI in ambulatory care. Before coming to BSMG, Robert served as the Chief Medical Affairs Officer at Queens Long Island Medical Group engaged in quality and HIT adoption. He successfully applied for the first Level 3 NCQA recognized PCMH in NY State. Prior to that, at Community Care Physicians Medical Group, Mr. Fortini participated in the successful launch of the Bridges to Excellence Collaborative in Upstate New York. Robert has 34 years of experience in healthcare. He is a graduate of Fordham University and The State University of New York College of Health Professions at Upstate Medical Center in Syracuse, NY.

John Gillespie, MD, MMM

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John Gillespie MD, MBA is Chief Medical Officer of Palladian Health and a Clinical Associate Professor at the State University of New York at Buffalo School of Medicine and Biomedical Sciences. Dr. Gillespie is the Chief Medical Officer of Palladian Health, a provider of quality, integrated health programs focused on improving the coordination, delivery, management, and clinical and economic results of spine and musculoskeletal health conditions. Positions held by Dr. Gillespie prior to joining Palladian Health include the Chief Medical Officer of Independent Health of Western New York, Chief Executive Officer of the Rochester Community Independent Practice Association, and Vice President of Corporate Medical Affairs for BlueCross BlueShield of Western New York (HealthNow). Dr. Gillespie is also a Clinical Associate Professor, State University of New York at Buffalo School of Medicine and Biomedical Sciences.

Todd Godfrey

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Todd Godfrey, with nearly 15 years of healthcare experience, has assisted numerous clients with issues pertaining to the physician enterprise, including serving as the interim executive director of a large, multispecialty medical group. Todd's ability to build working, trusted relationships with both senior hospital leadership and physicians contributes to his successful facilitation of hospital/physician alignment transactions. In addition, he is able to gain an in-depth understanding of operational and performance issues and develop detailed financial turnaround implementation plans for clients. He has successfully designed physician compensation methodologies, as well as developed and implemented orthopedic service lines. Prior to joining ECG, Todd gained extensive experience in physician practice operations, performance improvement, and project management through his prior roles at both Boston Medical Center and Brigham and Women's Hospital. Todd graduated from Boston University School of Management with a master of business administration degree in health sector management. He also holds a Bachelor of Science degree in biology from Eckerd College in St. Petersburg, FL.

Rob Grant

Co-founder, EVP
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Rob Grant is Co-founder of Evariant, a venture and private equity-backed Software-As-A-Service (SaaS) healthcare platform. Evariant leverages the infrastructure of large technology companies such as Salesforce.com and IBM to create a comprehensive healthcare provider solution for call center/patient engagement, care coordination, employer relationship management, digital marketing and physician referral analytics. Communications delivered through the Evariant platform are informed by more than 2 billion claims, 1 billion online impressions, millions of rows of de-identified and client identified clinical data and hundreds of thousands of surveys. Many of the largest healthcare systems in the country have broadly adopted the Evariant platform including: Tenet Healthcare, Dignity Health, Carolinas HealthCare System and Advocate Health Care. Top AMCs including MUSC, NewYork-Presbyterian, Penn Medicine and The University of Chicago Medicine use the Evariant platform to address highly specific patient engagement and physician referral use cases.

Rob is a veteran of the technology industry, with more than 20 years of executive experience in leading innovation, business strategy, new business development, sales, finance and operations. He has led large-scale technology projects for healthcare systems, educational institutions and Fortune-100

companies. A particular emphasis has been in helping corporations and healthcare organizations transform the way they go-to-market through the utilization of new technology. Rob speaks often at industry events on healthcare strategy and healthcare related issues. Over the course of his career, Rob has co-founded or joined five embryonic companies leading each through significant growth.

David S. Hefner, MPA

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David Hefner is a Managing Director over the Academic Health and Higher Education practices for Navigant Consulting. He has more than 35 years of experience in the health care industry as both a health system CEO and a health care and IT consultant. Before joining Navigant, David was EVP & CEO, Georgia Regents Health System and Medical Center, and prior to that, he was President, University of Chicago Medical Center.

David's expertise includes the definition and communication of overarching strategic issues and successful implementation and execution of the solutions for those environments. His inventiveness; imagination; listening skills; and willingness to challenge the status quo and traditional tautologies, clearly summarize the key issues at hand, and facilitate rapid cycle decision making are recognized throughout the healthcare industry. David's consulting focus is the transformation of health system and academic medicine environments (research, education, and clinical); deep levels of integration between providers, payers, and medical device industry; the creation of new models for care delivery, resource reallocation, and information technology-based reengineering... all on behalf of generating sustainable 'built to last' growth and success.

Michael Hein, MD

President and CEO
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Dr. Hein is President and CEO of the Regional Provider Network (RPN), a Value Alliance of more than 60 hospitals and healthcare systems in western Iowa, northwestern Missouri, and Nebraska. He is a board certified general internal medicine physician and a Fellow, the American College of Physicians. He has previously served in numerous leadership roles. These include positions in the VA Healthcare system at a local, regional and national level, as well as Chief Medical Officer and Vice-President Medical Affairs at CHI Health St. Francis in Grand Island, NE. Dr. Hein received his Medical Degree from the Sanford School of Medicine at The University of South Dakota and completed his residency in internal medicine at Gundersen Health in La Crosse, Wisconsin. He received his Master of Science in Healthcare Management from Harvard University, School of Public Health.

Prior to his medical career, Dr. Hein was a swimming and diving coach, instructor, and exercise physiologist. He received his undergraduate degree and a Master's Degree in Exercise Physiology from St. Cloud State University in St. Cloud, MN.

Robert Henkel

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Robert J. Henkel, FACHE, is the President and CEO of Ascension Health. He also serves as an Executive Vice President of Ascension. Before being named President and CEO, he served as the President, Healthcare Operations and Chief Operating Officer at Ascension Health. Prior to 2004, he served as President of the Great Lakes and Mid-Atlantic States Operating Group at Ascension Health. Robert has held executive positions with numerous other healthcare organizations, including the

Daughters of Charity National Health System, St. Louis; Mount Sinai Medical Center, Miami Beach, Fla.; SSM Health Care in St. Louis; and Montefiore Medical Center, Bronx, New York. He currently serves as a Board member of the Catholic Health Association; Board member with the United Way of Greater St. Louis; Board member with the Coalition to Protect America's Health Care; Fellow of the American College of Healthcare Executives; and member of the Healthcare Executives Network. He is a University of Pittsburgh Legacy Laureate.

Robert received a bachelor's degree in economics from Union College, Schenectady, NY, and a master's degree in public health from the University of Pittsburgh, where he now serves as an Adjunct Professor in the Graduate School of Public Health.

Zach Henderson

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Zach Henderson is senior vice president, Healthcare Markets at Health Market Science, a LexisNexis company. With former positions in Corporate Strategy, Product Development and Marketing at HMS, he forged numerous strategic partnerships to further the growth of the company, including the use of medical claims to uncover complex physician behavior. Prior to HMS, Zach was a leader in sales and marketing roles at IMS Health.

Martin Hickey, MD

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Martin Hickey, MD, is the CEO of New Mexico Health Connections, a CO-OP health plan formed under the health reform act to provide health insurance to small groups and individuals in New Mexico. Previously he was a Managing Director of Navigant Consulting where his practice focused on clinical integration, physician strategy, Patient Centered Medical Homes, ambulatory care management and Accountable Care Organization development. Prior to joining Navigant, Dr. Hickey was the first President/CEO of Alegent Health Clinic in Omaha, NE. In this role, he built a large multi-specialty group practice for the nine-hospital Alegent Health System in Nebraska and Iowa. Dr. Hickey was also named the Chief Accountable Care Officer for Alegent Health. Prior to Alegent, Dr. Hickey served as Senior Vice President of Health Care Affairs at Excellus Blue Cross in Upstate New York. 1997-2002, he served as President and CEO of Lovelace Health Systems in Albuquerque, New Mexico, and Chief medical Officer prior to that.

Dr. Hickey began his career on the Navajo Reservation in the Indian Health Service. He then moved to the VA and then to the University of New Mexico. During that time, he set up pilot rural health programs, was an associate professor of Internal Medicine, developed an office of Managed Care Contracting, and served as Medical Director of the University Physician Associates, the Faculty Practice. Martin is a graduate of the Rush Medical College in Chicago. He also earned his master's degree in Administrative Medicine from the University of Wisconsin, and completed a residency in Primary Care Internal Medicine at the University of Rochester.

Jerrold Hirsch, PhD

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Jerrold Hirsch is the Vice President for Strategic Planning and Program Development of the North Shore-Long Island Jewish Health System. Dr. Hirsch is responsible for coordinating strategic and program planning activities for the hospitals, long term care facilities and other strategic business units of the health system, which serves a population of over seven million persons in the metro New York area. Dr. Hirsch has over 25 years of healthcare experience providing strategic planning and management for hospital programs and services. Dr. Hirsch received his Ph.D. and Master's Degree from the graduate program in applied research and program evaluation in psychology of Hofstra University. He has served as President of the New York Society for Health Planning and has served on the board of a local health systems agency. He speaks nationally on best practices in strategic planning and the use of healthcare data for strategic decision-making.

Ann Mond Johnson

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Ann Mond Johnson is passionate about helping consumers make better decisions about their health. As Chairman at ConnectedHealth, she works with the senior management team on strategy and business development as well as educating people about the retailization of healthcare and the impact of private marketplaces (also known as exchanges). Ann promotes marketplaces as the latest expression of consumerism in healthcare. She has a proven track record of growing innovative and highly profitable health data information companies.

Prior to joining ConnectedHealth, Ann was CEO and co-founder of Subimo, which licensed online interactive tools to employers and health plans to improve the health of their constituents and reduce their healthcare outlay. Subimo's clients included over 30 Blue Cross and Blue Shield plans as well as Fortune 100 corporations. Ann led the management team at Subimo, raised start-up funds and positioned the company as a market leader in the field of consumerism in healthcare. After Subimo was acquired by WebMD in 2006, Ann served as Senior Vice President at WebMD Health Services through 2008. Previously, she was Senior Vice President at Sachs Group (now part of Truven Health), the leading provider of healthcare information for health systems and providers. Ann has also served on the advisory boards of several businesses, non-profit organizations and start-ups. Ann maintains an active professional network and affiliations, including membership in the Healthcare Executive Leadership Network, and as a presenter at a range of professional meetings and corporations, such as Health 2.0, American Health Insurance Plans (AHIP), eHealth Initiative, American College of Physician Executives, the Forum for Healthcare Strategy, the Society for Healthcare Planning and Marketing, Society for Human Resource Management (SHRM) and the Employee Benefits Forum.

Paul H. Keckley, PhD

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Paul Keckley is Managing Director in the Navigant Center for Healthcare Research and Policy Analysis in Washington, DC. With nearly 40 years of experience, Paul brings extensive healthcare industry analysis and policy expertise having published more than 200 studies and three books addressing industry trends and policy issues. During the period preceding the passage of the Affordable Care Act, he facilitated a series of meetings between the White House Office of Health Reform and major health industry trade groups as private sector input was sought in the legislation. He is a columnist for Hospitals and Health

Networks and frequent expert in general business media including the New York Times, CNN, Wall Street Journal, Fox News, ABC, Financial Times and others. Prior to joining Navigant, he served as Executive Director, Deloitte Center for Health Solutions, Washington DC and in Executive Management at Vanderbilt University Medical Center, Nashville TN.

He serves on the boards of Healthways Inc., Lipscomb University College of Pharmacy, and Western Governors University Healthcare Advisory Board. He is a member of the Health Executive Network, Nashville Healthcare Council and Adjunct Faculty at the Georgetown University School of Public Health. Paul holds a B.S. from Lipscomb University, Nashville TN, an M.A. and Ph.D. from The Ohio State University, Columbus OH and did a graduate fellowship at Oxford University, UK.

Thomas Kelly

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Thomas Kelly serves as Director, Inpatient Services, Central Ohio Primary Care Physicians. He has over 30 years' experience within the physician practice management, managed care, hospital and integrated health system environments. As a physician practice executive, hospital chief executive and health plan executive; Tom has developed expertise in operational and financial assessment, opportunity identification and performance improvement, and strategy development and implementation. He has special interest and expertise in physician integration strategies and physician incentive / compensation program development.

Tom formerly served as Vice President of Operations with University of Louisville Physicians; Associate Director with Navigant Consulting; as Administrator, Cleveland Clinic Wooster; and as Associate Executive Director, Scott & White Clinic. In addition to his medical practice experience, Tom has served as a hospital CEO, health plan executive, IPA executive, and as a corporate executive within an integrated delivery system. His healthcare service began in 1977 as a Medical Technologist, Clinical Chemistry, within the Greenville Hospital System, Greenville, SC. Tom received an undergraduate degree from The Citadel (Charleston, SC) and a master's degree from Duke University (Durham, NC). He is a Certified Medical Practice Executive and contributes in various ways to several professional and community service organizations.

Molly Kemmer

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Molly Kemmer is a "thought leader in the health and fitness industry" (LinkedIn), bringing broad experience from multiple leadership roles over the past 20 years, including sales management, organizational leadership, ancillary revenue program management, new business development, design and development project management, general management of multi-million dollar, multi-purpose clubs, medical integration program design, and client liaison relationship development.

Molly is passionate about fitness, wellness and advocacy, providing innovative program solutions that contribute to individual success as well as enduring business models. In addition to a degree in secondary education and dual Masters of Science in Exercise Physiology and Health Promotion, Molly continues to learn by collaborating with leaders and wellness professionals from all over the world. She is an international presenter of ongoing education and content for multiple industry publications and trade associations, with a goal to teach awareness of "knowing better, doing better" to collectively improve the world's health in new and sustainable ways.

Molly joined the MediFit team in 2012, serving as the opening General Manager for the Anschutz Health and Wellness Center from 2012-2014, ascending into a larger supporting role with MediFit Community Services as Regional Director in August of 2014. Molly was integral to the launch of the Resolute Health Wellness and Aquatics Center in New Braunfels, TX, opened on October 1, 2014. Molly's current professional and industry roles include Regional Director, Community Services for MediFit Corporate

Services and EXOS, the Team SPRI (Sports, Performance, and Rehabilitative Institute) Advisory Board, and the IHRSA Board of Directors, where she serves as Chair for the Public Policy Committee.

Darin E. Libby

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Darin Libby is a Principal in ECG's General Healthcare practice and is based in San Diego. Since 2000, he has worked with ECG clients to solve complex problems in, strategy, finance and operations. He works with health system and medical group clients across the nation on a variety of consulting engagements. Darin has extensive experience working with the develop and ongoing management of various physician alignment structures to advance clinical service lines, including employment, PSAs, comanagement, bundled payment, and integration networks.

Darin received a master of health administration degree from Washington University School of Medicine in St. Louis, Missouri, and a bachelor of arts degree from Austin College in Sherman, Texas. Darin frequently addresses audiences across the country on the topic of hospital planning and physician-related issues. He also has extensive leadership experience serving on the boards of several community and private organizations.

Alex Lincoln

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Alex Lincoln is a graduate of Auburn University, where he was a key member of the Tigers' football program. After a successful collegiate career, he was drafted by the San Francisco 49ers. Injuries cut his football career short and became a driving force behind Alex's passion to help remove barriers for Athletes' at all levels. After leaving the NFL, Alex founded The Lincoln Group, a company dedicated to providing human performance services to underserved athlete populations. In 2005 The Lincoln Group assisted Dr. James Andrews and Baptist Health Care in the development of The Andrews Institute for Orthopaedics and Sports Medicine. Alex assisted all aspects of development for the Andrews Institute including construction, strategic partnerships, operations, and business development. In 2007 Alex joined Athletes' Performance now branded EXOS as part of a strategic partnership with The Andrews Institute where he became responsible for Elite Business Development.

In 2009 Alex lead the development of the Tactical Athlete Division for EXOS where he continues to serve as Vice President of Tactical Business Development. The mission of the Tactical Athlete Division is to remove barriers for increased performance and quality of life for services athletes from the U.S. Military, Law Enforcement, and other First Responders. Alex and his team have created programs that translate the professional sports model to thousands of individuals across all tactical athlete populations. In addition to serving Tactical Athlete Populations Alex works with Health Care Systems around the United States to develop proactive health and human performance strategies for all patient populations.

William Maples, MD

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William Maples, MD, has full-time responsibility for quality and patient safety throughout Mission Health. Named one of the Top 15 Health Systems in the United States by Thomson Reuters in 2012, and Truven Health Analytics in 2013 and 2014, Mission Health is a \$1.2 billion integrated health system serving western North Carolina.

Before joining Mission in December 2010, he was a 25-year practicing physician/oncologist and quality leader at Mayo Clinic. He also served as an Associate Professor of Oncology at Mayo's College of Medicine and as a Clinical Professor at Brooks College of Health at the University of North Florida in Jacksonville. At Mayo, he worked with key leadership in the implementation of the quality program, including developing the Communication in Healthcare curriculum which was integral to Mayo Clinic Florida achieving top national performance in patient satisfaction during his tenure. Dr. Maples earned his undergraduate and medical degrees at the University of Wisconsin–Madison and completed his residency and fellowship in oncology at the Mayo Graduate School College of Medicine.

Allison McCarthy, MBA

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Allison McCarthy has 20 plus years' experience in medical staff development, physician recruitment, relations and retention, tertiary outreach and practice marketing. Allison has advanced numerous medical staff development initiatives and provided support services for consulting clients. Allison is a frequent speaker and author, including A Practice Development Primer and Leader's Guide to Physician Recruitment, in addition to several white papers and articles for various health care journals and newsletters. Allison held hospital-physician strategy positions within a community hospital and academic medical center. She has an MBA from Boston University, is certified by the American College of Medical Practice Executives and holds the Staff Physician Recruiter certification.

Stephanie S. McCutcheon

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Stephanie McCutcheon holds 30 years of healthcare leadership expertise across multiple sectors, as a Chief Executive Officer, Board Director, Governance Expert, Authority on Value Creation across Health Care Sectors, and Growth Strategist. She is known for her commitment to mission and values, and has earned the reputation among fellow board members and executive colleagues as an innovator and growth specialist within large and complex multi-billion dollar organizations. Stephanie is highly skilled in architecting replicable and scalable strategies that achieve organizational transformation and better governance. Her notable career spans: SSM Health Board of Directors, President and Chief Executive Officer of Hospital Sisters Health System (HSHS), Chief Operating Officer of Bon Secours Health System, President of SSM - St. Louis Health Care, and Executive Vice-President of Sisters of Mercy Health Corporation/Mercy Health Services.

Lawrence McEvoy, MD, FACEP

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Larry McEvoy, MD, a seasoned health care executive and experienced emergency physician, has the unique capacity to integrate diverse strategic and professional perspectives through leadership, facilitation, coaching and presentation. Particularly focused on the shared work between executives, clinicians, and clinical leaders, Larry's experience as both a CEO and a clinician deepens his skill in facilitating dynamic shifts in mindset, method, and performance. Whether he is working as a titular leader, consultant, facilitator or storyteller, Larry is particularly effective at creating strategic alignment, inclusive leadership and energetic collaboration.

Dr. McEvoy is the co-founder of and Chief of Strategy and Innovation for PracticingExcellence, a physician-built, crowd-sourced learning ecosystem which supports skill development, professional fulfillment, and patient-centered performance within clinical microsystems. He also serves as an executive-in-residence at the Center for Creative Leadership, a global resource for leadership development, practice, and research. From 2008 to May 2012, Dr. McEvoy served as the CEO of Memorial Health System in Colorado Springs, CO, facilitating a \$100 million turnaround, the emergence of a culture of collaboration and commitment, and Memorial's transformation from an at-risk and unfunded municipal hospital to the threshold of its merger with the University of Colorado Health System. Prior to his work with Memorial Health System, he was a senior executive and emergency physician at the Billings Clinic in Billings, MT, rated number one in patient safety by Consumer Reports in 2012.

Dr. McEvoy is a Board-certified fellow, American College of Emergency Physicians and a faculty member of the American College of Physician Executives. He completed his residency and internship at Hennepin County Medical Center in 1995 and earned his MD from Stanford Medical School in 1992.

Nimish Mehta, MD, FACEP, FAAEM

Physician

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Nimish Mehta, MD, FACEP, FAAEM, took the short route toward his medical degree by enrolling in a combined BS/MD seven-year program offered by Stevens Institute of Technology in conjunction with UMDNJ-New Jersey Medical School. He achieved highest honors in that condensed program. Dr. Mehta completed his Emergency Medicine residency program at Indiana University, during which time he was very involved with teaching and recruiting new residents. During his residency, Dr. Mehta was fortunate enough to be the sideline event physician for the Indianapolis Colts games at the RCA Dome, the National Hot Rod Association races at the Indianapolis Raceway Park, and the World Police and Fire Games at the Indianapolis Convention Center. He also served as a flight physician for three years during his time in the Midwest.

After residency, Dr. Mehta returned to New Jersey and immediately began working for Pegasus Emergency Group in 2002. He became partner in 2007, and currently serves as Treasurer of Pegasus Emergency Group. When not working clinical shifts in the Emergency Department, he serves as the Physician Coordinator for Pediatric Emergency Care and is a member of several hospital committees. He helped implement computerized physician order entry and electronic medical records into the Emergency Department and has a special interest in conscious sedation and pediatric emergency care.

Adam K. Middleton

President

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Adam Middleton has committed his entire professional career to healthcare, working for profit and not-for-profit hospitals and as a consultant to physicians. For the last six years, Adam has consulted with physician practices, post-acute providers and hospitals with particular focus on physician management, operations, finance and strategic planning. Among other projects, his key consultancy roles included the merger of two hospital managed service organizations, the startup of physician practices, and the negotiation of physician-hospital acquisitions. He also led strategic planning for physician groups and hospital service lines. He founded Healthcare Advisory Network two years ago to specialize in profitable growth strategies for hospitals, physicians and healthcare companies.

Prior to consulting, Adam was an executive at two major healthcare organizations in the greater Dayton area: Dayton Heart Hospital (physician owned jointly with MedCath) and Premier Health Partners. As a lifelong Ohioan, Adam has been actively engaged in serving his community where he lives and raises his family. He has served on the boards of directors of The Far Hills Surgical Center, The Dialysis Centers of Dayton and as board chair of Life Essentials. He has also been a member of the Ohio Hospital

Association Legislative Committee, The Greater Dayton Area Hospital Association Disaster Committee, the Dayton Regional EMS Council and the Dayton Area Chamber of Commerce as an ambassador and a Legislative Committee member. Adam served the community of Bellbrook, OH for 13 years as a first responder, both as a volunteer firefighter and an EMT.

Michael Nugent

Managing Director
Navigant

Michael Nugent is Managing Director, strategic/financial/operations advisor with Navigant's healthcare provider and payer practice and the founder of the firm's Managed Care practice where he works with large health systems, managed care companies, public payers, hospitals, physician practices on a variety of strategic, operational, organization and technical matters related to new products, operations and payment models. He is a frequent speaker, writer and advisor to health system and payer executives on topics including payment reform and strategy, product development, contract negotiations, technical reimbursement, funds flow, capitation and risk management. He is co-author of the industry's top selling book on Accountable Care Organizations published by ACHE.

Jeffrey Peters

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Jeff Peters is recognized as a national thought leader on Perioperative improvement and anesthesia practice management. Jeff has extensive experience in addressing the operational, financial and political issues of large, complex academic and non-academic healthcare organizations. He has worked with numerous surgical and anesthesia departments and is very knowledgeable about the complexities and importance of these services to the organization's financial performance and reputation. Jeff's work focuses on the alignment of governance, organizational resources, and appropriate financial incentives to improve organizational performance. Jeff is a frequent speaker and author on physician practice management and perioperative improvement.

Robert Porter

Regional President and Senior Partnership Executive
Healthways

Robert (Bob) Porter joined Healthways early in 2013 after a long and distinguished career in health system leadership, predominantly with SSM Health Care. While with SSM, Bob served in a variety of roles including hospital Chief Strategy Officer, Chief Operating Officer and Chief Executive Officer for a 550 bed hospital in suburban St. Louis. In 2002 he moved to leadership roles with SSM's St. Louis based regional network, serving first as Executive Vice President of Strategy and Business Development and ultimately as President of the 6 hospital, 280 physician network.

Bob's career has been characterized by a deep commitment to exceptional performance through engagement of staff, physicians and community members in designing innovative solutions centered on the patient experience. He led the development of a "hospital of the future" project for SSM and the resulting facility which opened in 2009 has been widely recognized for its innovative design and impact on performance. He most recently led the ACO development effort for SSM St. Louis, pioneering the design of an integrated platform prepared to navigate the journey from traditional payment to assumption of increasing levels of financial risk. His transition to Healthways was driven by his desire to continue to work toward the badly needed transformation of the US health care system, improving care and reducing cost by focusing on improving well-being.

A frequent speaker and author on a variety of leadership topics in and out of health care, Bob has been an influential player in the movement toward population health management. He holds an MBA and JD from Stanford University, and his proudest achievement is having had the status of "lay affiliate" bestowed

on him by the community of the Daughters of Charity in recognition of his work in Catholic health care and in the broader social ministry of that Vincentian order.

James V. Rawson, MD, FACR

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James Rawson, MD graduated Tufts Medical School in 1989. After an Internship at Lemuel Shattuck Hospital, he completed his Radiology Residency at New York Medical College in 1994. Dr. Rawson completed his training at the Mallinckrodt Institute of Radiology at Washington University with a fellowship in Body MRI. He joined the faculty at the Medical College of Georgia in 1995.

Dr. Rawson has served as Chair of the Department of Radiology and Imaging at the Medical College of Georgia at Georgia Regents University for over a decade. Dr. Rawson served as President of the Adult Medical Staff at Georgia Regents Medical Center for three years. He is a member of the ACR Economic Commission where he chairs the ACR Committee on Hospital Outpatient Prospective Payments (HOPPS) and the Committee on Economic Issues in Academic Radiology. He also chairs the ACR Committee on Governmental and Regulatory Issues in Academic Radiology. Dr. Rawson recently completed a four year term as a member of the CMS APC Advisory Panel where he chaired the CMS Sub-committee on Packaging. He is a Board Member of the Harvey L. Neiman Health Policy Institute and the Association of University Radiologists. He serves on the editorial boards of the Journal of the American College of Radiology, Academic Radiology and Cureus. His primary research interest is health policy, process improvement and innovative educational techniques.

Scott Raymond, RN, BSN, MHA/INF

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Scott Raymond is Executive Director, Information Services, at Orange Coast Memorial Medical Center in Fountain Valley, California, a part of the MemorialCare Health System. In this role Scott is responsible for operational and strategic Information Services initiatives for the campus and the health system. The data center, desktop computing, clinical applications, business applications and telephony all fall under his purview.

Prior to assuming this role, Scott held other duties at Orange Coast Memorial, including serving as a healthcare IT instructor in the hospital's ONC HIT certification program, Director of Information Services, Director of Physician Informatics and Clinical Training Specialist, his position when he joined the hospital in 2005. An RN, he began his career as a nurse in the pediatric ICU at Miller Children's Hospital, where he served four years. He was later appointed Clinical Operations Manager, Pediatrics, at Miller Children's.

Scott received AS and ADN degrees in Nursing from Long Beach City College, and earned his BSN in Nursing/Healthcare and MHA/INF, Healthcare, Informatics from the University of Phoenix.

Monica Reed, MD

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As a physician, speaker, author, and CEO of Florida Hospital state of the art facility Celebration Health, Dr. Monica Reed has dedicated her professional career to promoting health, healing, and wellness. In

addition to her leadership of Celebration Health, Dr. Reed is also Senior Vice President over Florida Hospital East and Florida Hospital Kissimmee. In recognition of her accomplishments, Dr. Reed was recently awarded one of the nation's Top 25 Minority Executives in Healthcare in 2008 by Modern Healthcare. A graduate of Loma Linda University School of Medicine and a member of the Board her alma mater from 2007-2011, Dr. Reed formerly served as Florida Hospital's chief medical officer and the associate director of Florida Hospital's Family Practice Residency program. She has been on the national stage as a medical news reporter for NBC and ABC affiliates in Alabama and Florida.

Bob Reese, MS, MBA

Senior Vice President and Global Partner, Healthcare Transformation Services
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Bob Reese is responsible for leading Philips' Healthcare Transformation Services business, which partners with a global network of providers of healthcare services to offer end-to-end, patient-centric solutions across the continuum of care. Bob and his team provide strategic, vendor independent consulting solutions that address the urgent challenges of 21st-century healthcare delivery. His team's comprehensive approach offers clinical and business process improvement services, healthcare experience solutions, education and training programs, and innovative business models that enable hospitals and healthcare systems to mitigate the risks involved in effecting meaningful healthcare transformation.

Bob joined Philips in November 2012 from Computer Sciences Corporation (CSC), where he was partner and managing director of their North American Health Delivery Solutions Group. Prior to this, he was the chief information officer at Memorial Health Care System and held leadership roles at Cap Gemini, Ernst and Young, and Perot Systems. Bob brings a rich knowledge of healthcare consultancy across both the payer and provider space, where he has worked with a diverse set of client clinician and administrative leadership teams addressing their strategic, process, operational, and technical issues. He has worked in both the United Kingdom and India, where he led solution design and development projects for major public and private healthcare systems. Bob's particular expertise lies corporate healthcare strategy and in the application of clinical data analytics to improve workflows and outcomes. Bob holds both an MBA and an MS in healthcare administration from the University of Maryland as well as a BS in management and economics from West Chester University of Pennsylvania.

Kaveh Safavi, MD, JD

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Kaveh Safavi, MD, JD is the managing director for Accenture's global healthcare business. Dr. Safavi is responsible for developing and driving a growth strategy that differentiates Accenture's offerings for providers, health insurers and public and private health systems across the globe. Dr. Safavi joined Accenture from Cisco, in 2011, where he led the global healthcare practice. Prior to that, he was Thompson Reuter's chief medical officer of Health Businesses and United Healthcare's vice president of medical affairs. He also has served in leadership roles at Solucient, Humana, HealthSpring and Alexian Hospital Network.

As a seasoned executive, Dr. Safavi brings more than two decades of leadership experience to Accenture Health. He's responsible for the creation of the Center for Healthcare Improvement at Health Businesses of Thompson Reuters and, while at HealthSpring, he established one of the Midwest's first electronic medical record systems. He has published numerous papers and is quoted on healthcare issues in various media publications, including the *Wall Street Journal*, *New York Times*, *Harvard Business Review* and the *Economist*. Dr. Safavi has earned the distinction of both medical and law degrees, an M.D. from Loyola University School of Medicine and a J.D. from DePaul University College of Law. He is board-certified in internal medicine and pediatrics and completed his residency at the University of Michigan Medical Center.

Suzanne H. Sawyer

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Suzanne has worked in marketing, strategic planning, and business development for academic medical centers for 20 years. She joined the University of Pennsylvania Health System in 2007 where she is responsible for strategic marketing for Penn Medicine's \$4 billion clinical enterprise.

She previously served as CMO with the University of Rochester Medical Center, and with Penn State's Hershey Medical Center, and the Penn State Geisinger Health System. Suzanne also worked for the US Congress, National Wildlife Federation, and The American Enterprise Institute – a public policy think tank.

Brian J. Silverstein, MD

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Brian Silverstein, MD is a national healthcare thought leader with extensive consulting and operational expertise in the business of health care including a focus on population health management. Dr. Silverstein has dedicated his 20 years of health care experience on creating a positive impact on patient care and provider satisfaction through business strategy and operations. In recognition of his contributions to the industry, Dr. Silverstein was named one of the 10 people to know in the World of ACOs in 2010.

Currently Dr. Silverstein is focused on assisting select organizations throughout the country on their value-based care delivery strategy and operations. Recent engagements include a range of provider systems from large prominent academic medical centers to community-based health care systems. Dr. Silverstein is also a system board member for OSF Healthcare, a Midwestern healthcare system that is active in advancing population health with their Pioneer Medicare ACO and other commercial ACO contracts. Dr. Silverstein has population health operational experience as a former senior vice president at CareFirst BlueCross Blue Shield where he ran one of the country's largest primary care ACO/PCMH program with over 1,000,000 patients and 3,500 providers. Dr. Silverstein's consulting career includes roles as a Managing Director of the Geisinger Consulting Group (and as a Executive Product Strategist for xG Health Solutions), a senior vice president and The Chicago Office leader for the Camden Group (a division of HealthCare Partners), a vice president and national thought leader for Sg2 Health Care Intelligence and as a consultant for ZS Associates. Dr. Silverstein holds appointments as a faculty member for The American College of Physician Executives, The Governance Institute and the Thomas Jefferson School of Public Health QSLs.

Dr. Silverstein received his M.D. from the University Of Chicago Pritzker School Of Medicine. He completed his internship in internal medicine with McGaw Medical Center of Northwestern University. His undergraduate bachelor of business administration degree came from the Goizueta School of Business at Emory University, where he also completed a second major in biology.

Lisa Soroka

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Lisa Soroka is a principal with the Marblehead Group, LLC, a healthcare consulting firm based in Los Angeles. Prior to joining The Marblehead Group, she served as Vice-President, Marketing for Pediatric Management Group, a large specialty physician practice management company, and University Children's Medical Group. She also held positions at Georgetown University Hospital and Kaiser

Foundation Health Plan. Lisa earned a Master's degree in Health Services Administration from the University of Michigan, and a Bachelor's degree in Public Health from the University of Massachusetts.

Steven Stout

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Steven Stout has more than 30 years of leadership inside and outside the healthcare industry. Before joining McKesson, Steve was a co-founder/ co-operator of a medical practice management company that supported physicians involved in gain-sharing and risk-bearing payer agreements. He also served as Board Chair and CEO of the for-profit Deaconess Health System following its sale to Tenet Healthcare Corporation, and later became Chief Operating Officer of Tenet's \$1 billion St. Louis market after Tenet's acquisition of St. Louis University Hospital.

Alex Sydnor

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Alex Sydnor is Vice-President, External Affairs for Beebe Healthcare. He facilitates strategic planning for the health system, directs marketing and communications, and oversees population health. He also serves as a member of the Board of Directors for the Delmarva Health Network, LLC, a clinically integrated organization and the first in Delaware to be accepted as a participant in the Medicare Shared Savings Program

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Ernie Tsoules is a Senior Vice President with Navvis Healthways. He represents both health systems and physician organizations in a broad array of clinical integration, accountable care organization and other physician alignment transactions.

Jim Walton, DO, MBA

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Jim Walton, DO is president and CEO of Genesis Physicians Group, an independent physicians association in Dallas. A former practicing internist, Dr. Walton served as Vice President of Network Performance/Baylor Quality Alliance at Baylor Health Care System before joining Genesis in March 2013. Throughout his career, Dr. Walton has focused on quality improvement strategies to eliminate health disparities and brings his knowledge of quality improvement and the challenges facing today's independent physicians. He served as Dallas County Medical Society's Medical Director for Project Access Dallas, a network of more than 2,000 physicians and 15 hospitals providing comprehensive healthcare access to uninsured people in Dallas County.

Dr. Walton received an MBA from University of Michigan, a Doctorate of Osteopathic Medicine from the University of North Texas Health Science Center, and a bachelor's degree from the University of North Texas.

Susan Whitten

Senior Consultant

The Wilson Ellis Company

Susan Whitten is currently a consultant in healthcare for The Wilson Ellis Company. She served most recently as Vice President of Corporate Marketing and Sales for Dignity Health based in Pasadena. In this position, she was responsible for management of Dignity Health's marketing and sales efforts including the sales management structure, CRM, PRM, Physician Referral and Call Center. She focused efforts for Service line marketing and the management of the Salesforce account management data base and reporting of results to support the current growth strategies. She implemented the claims data base that helped inform and develop the goal setting process and physician portfolio identification including tracking and reporting of result metrics achieved to the targets. She developed and managed the International Healthcare Ministry for Dignity Health leading primary care groups to Guatemala.

Prior to her current position she was the Vice President of Business and Operational Development for Catholic Healthcare West based in Southern California. In this position, she was responsible for strategic planning, product line development, marketing implementation, capital allocation, mergers, acquisitions and joint ventures for 17 of the 38 Dignity Health hospitals.

Susan came to CHW from Columbia Healthcare Corporation where she served as Vice President of Sales, Marketing and Communications for the California Division which generated \$2 billion in revenue. She also spent six years as a national consultant working with health care systems to develop Physician Hospital Organizations, Management Services Organizations and Integrated Delivery Systems including development of web-based solutions in Asia.

Susan was Vice President of Marketing for the St. Joseph Health System of Orange, a Director of Product Development for American Medical International and a Director of Marketing, Regional Sales Manager and Sales Representative for two healthcare product companies before working in the provider arena. She received her Bachelor of Arts degree from the University of Toledo, Master of Business Administration from Pepperdine University, Master of Healthcare Administration Certificate from Chapman University. Ms. Whitten is an adjunct professor of Marketing and Communications at the University of Phoenix.