The CEO Exchange is proudly sponsored by:
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JIM MOLPUS
Leadership Programs Director, HealthLeaders Media

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HEALTHLEADERS MEDIA CEO EXCHANGE

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Omni Barton Creek | Austin, TX | November 1-3, 2017
If CEOs have a special decision-making skill, it’s about knowing when to run and when to stop. How long do you support a new strategy that isn’t showing fast returns? Where do you allocate limited funds for innovation? In 2017 and 2018, these are decisions health system CEOs can be assured they’ll have to make. The overall pool of capital is not increasing, and policy churn in Washington could have profound effects on reimbursement.

Over the next two days, we hope you will take advantage of the combined knowledge present at the 2017 HealthLeaders Media CEO Exchange. Our major discussion topics this year are Value and Innovation, the two standards and skills by which health systems will be measured in the coming years. Hospitals must learn to define value through the perceptions of customers, communities, and the marketplace. And hospital teams must measure their innovation efforts against a healthcare entrepreneurial community that is, definitively, a threat to many current industry norms.

Once again, the Exchange is made possible by our sponsors, Cejka Search, Envision Physician Services, Global Healthcare Alliance, nThrive, Optum, Quest Diagnostics, and Xtend Healthcare. We thank them for their support and the experience they will share with us.

To uphold our mutual goals, please bear in mind a few guidelines for the event. First, please understand that our goal is to share solutions and insights from the events with our broader audience of almost 100,000 healthcare leaders, so our editors will be covering the sessions for editorial content. Second, like many events where healthcare decision-makers gather, it is our policy that no discussions or interactions that might broach conflict-of-interest or antitrust concerns will occur.

As your host, please find me or any member of our team with any concerns or requests that might prevent us from exceeding your expectations for our time together.

Jim Molpus
Leadership Programs Director
HealthLeaders Media
WEDNESDAY, November 1

6–8 p.m. **Welcome Reception** *(Rock House)*
Shuttles to the Rock House will depart from the Main Lobby every 15 minutes.

THURSDAY, November 2

7:00–7:30 a.m. **Buffet Breakfast** *(Barton Creek Foyer)*

7:30–8:30 a.m. **Event Kickoff/Ideas Exchange** *(Forum Amphitheater)*

8:45–10:15 a.m. **ROUND A SESSIONS**
  Breakout Session 1: Innovation as a Business Advantage—Group A *(Barton Creek A)*
  Breakout Session 2: Innovation as a Business Advantage—Group B *(Barton Creek B)*
  Breakout Session 3: Cultivating Value in a Complex Environment *(Barton Creek C)*
  **Sponsor Panel Session 1:** Cejka Executive Search *(Houston)*
  **Sponsor Panel Session 2:** Envision Physician Services *(Austin)*
  **Sponsor Panel Session 3:** Global Healthcare Alliance *(Rayburn)*

10:15–10:30 a.m. **Break**

10:30 a.m.–12 p.m. **ROUND B SESSIONS**
  Breakout Session 4: Cultivating Value in a Complex Environment—Group A *(Barton Creek A)*
  Breakout Session 5: Cultivating Value in a Complex Environment—Group B *(Barton Creek B)*
  Breakout Session 6: Innovation as a Business Advantage *(Barton Creek C)*

  **Sponsor Panel Session 4:** nThrive *(Houston)*
  **Sponsor Panel Session 5:** Optum *(Austin)*
  **Sponsor Panel Session 6:** Quest Diagnostics *(Rayburn)*
12:30–4 p.m. **Afternoon Activities**

**Golf Scramble:** Tee times start at 12:30 p.m. on the Crenshaw Cliffside golf course. Boxed lunches will be available by the pro shop for golfers to take with them.

**Salt Lick BBQ & Brewery Tour:** Buses will board at 12:20 p.m. from the Main Lobby and depart at 12:30.

6:15–6:45 p.m. **Cocktails (Governor’s Ballroom)**

Shuttles to the Governor’s Ballroom will depart from the Main Lobby at 5:45, 6, and 6:15 p.m. The Ballroom is also just a five-minute walk from the lobby.

6:45–8 p.m. **Dinner & Best Practice Stories From CEO Exchange Members (Governor’s Ballroom)**

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**FRIDAY, November 3**

7 a.m. **Buffet Breakfast (Barton Creek Foyer)**

7:30–8:30 a.m. **Ideas Exchange (Forum Amphitheater)**

8:45–10:15 a.m. **ROUND C SESSIONS**

**Breakout Session 7: Innovation as a Business Advantage (Barton Creek A)**

**Breakout Session 8: Cultivating Value in a Complex Environment (Barton Creek B)**

**Breakout Session 9: Focus Group (Barton Creek C)**

**Sponsor Panel Session 7: Xtend Healthcare (Houston)**

10:15–10:30 a.m. **Break**

10:30 –11:30 a.m. **ROUND D SESSIONS**

**WorkGroup Session 1: Physician Relations (Barton Creek A)**

**WorkGroup Session 2: Population Health (Barton Creek B)**

**WorkGroup Session 3: Technology (Barton Creek C)**

11:30 a.m. **Adjourn**
DISCUSSION GUIDES

Innovation as a Business Advantage

SYNOPSIS

Many large healthcare organizations have whole divisions or joint ventures aimed at finding the next big industry innovation. Through those vehicles, they fund startups and use their facilities as test beds. Most hospitals and health systems have more limited means to innovate techniques and products that make the organization more efficient and effective, empower the patient, drive better outcomes, and ultimately boost margin. Yet they still achieve innovation. This discussion will focus on how leaders can set the stage for their employees to ideate and for executives to evaluate the potential of innovative ideas that may help add value.

In this session of the HealthLeaders Media CEO Exchange, we will explore the following:

- At the healthcare service level, how do you define innovation?
- How do you set the stage for idea generation and communicate the need for such tactics?
- What incentives—recognition, financial, mission fulfillment, or others—do you use to create a culture of innovation?
- What mechanisms do you use to speed the process of evaluation and deployment of ideas?
- What are some examples of innovation that your health system has pioneered? How have those innovations improved the organization?

FOR FURTHER READING

Health Systems Accelerate Investments in Innovation  
HealthLeaders magazine  
May 2016  
http://www.healthleadersmedia.com/finance/health-systems-accelerate-investments-innovation

How Fast Interoperability Is Speeding Innovation in Healthcare  
HealthLeaders magazine  
June 2016  
http://www.healthleadersmedia.com/technology/how-fast-interoperability-speeding-innovation-healthcare#

Texas Medical CEO Banks of Collaboration to Yield Innovation  
HealthLeaders Media leadership column  
February 2017  
http://www.healthleadersmedia.com/leadership/texas-medical-ceo-banks-collaboration-yield-innovation
DISCUSSION GUIDES

Cultivating Value in a Complex Environment

SYNOPSIS

The value model is no longer a concept but the new reality. Achieving value relies on improving outcomes, managing utilization and reducing variation, improving safety, and lowering costs. But building value requires collaboration and engagement with a wide variety of entities: payers, physicians, patients, and staff. Leaders are responsible for bringing physicians together to coordinate care, reduce variation, and improve outcomes, as well as establishing a workforce that supports effective clinical practices, cost control, and improvement of the patient experience. This discussion will address how leaders are instituting a structure for continual process improvement that betters quality and lowers the cost of care.

In this session of the HealthLeaders Media CEO Exchange, we will explore the following:

• How is your organization building value?
• What programs and services are you investing in? What are your criteria for deciding to invest?
• How are you getting physicians to collaborate with your organization on costs and quality?
• What steps are you taking to remain profitable without substantial losses from insurance, your physician organization, or other financially eroding factors?
• How are you articulating value to consumers?
• How are you creating a conversation that resonates with payers and demonstrates value across episodes of care and various quality indicators?
• What metrics are you using to monitor and improve your business intelligence? How are you incorporating analytics into care delivery?

FOR FURTHER READING

Survey Snapshot: Exploring Value-Based Readiness
HealthLeaders Media survey
June 2017

Providers continue to take a cautious approach as they prepare their organizations to make the transition from fee-for-service to value-based care. Download the free report: Value-Based Readiness: Setting the Right Pace to read the results and a detailed analysis.

Q&A: Atlantic Health System CEO Makes Big Bets on Value
HealthLeaders Media leadership column
April 2017
http://www.healthleadersmedia.com/leadership/qa-atlantic-health-system-ceo-makes-big-bets-value

The New Jersey-based, six-hospital integrated delivery system has developed new metrics to gauge its success in value-based care, says its CEO.
**MEMBER INTRODUCTIONS**

**Keith Alexander**  
FORMER SENIOR VICE PRESIDENT AND REGIONAL PRESIDENT, NORTH REGION  
Memorial Hermann Health System / Houston

Keith Alexander is the former system senior vice president and the regional president for Memorial Hermann Health System’s North Region, comprised of Memorial Hermann The Woodlands Hospital, Memorial Hermann Greater Heights Hospital, Memorial Hermann Northeast Hospital, and Memorial Hermann Prevention and Recovery Center. In addition, Alexander’s role encompassed the region’s ambulatory care division (outpatient imaging, freestanding EDs, urgent care centers, sports medicine and rehabilitation, 301-A employed physicians, and convenient care centers). Alexander joined Memorial Hermann in 2007 and served as CEO for Memorial Hermann Memorial City Medical Center until March 2015. In that role, he led the development of the 33-story, 908,000-square-foot Memorial Hermann Tower, and the transition of the campus into the first academic medical center outside of the Texas Medical Center.

**Steve Arner**  
CHIEF OPERATING OFFICER, CARILLON CLINIC  
President and CEO, Carilion Medical Center / Roanoke, Virginia

Steve Arner is chief operating officer of Carilion Clinic, a physician-led clinic with seven hospitals and 1,000 providers in primary and specialty care practices. He is also president and CEO of Carilion Medical Center (CMC), a three-time Magnet Recognition Program® designated facility, with a 737-bed hospital, 60 neonatal beds, and a level I trauma center providing the region’s only NICU. Becker’s Hospital Review selected Carilion Roanoke Memorial Hospital as one of the 100 Great Hospitals in America in 2017, and Truven Health Analytics selected CMC as a Top 50 Cardiovascular Hospital. The Virginia Tech Carilion School of Medicine and Research Institute is on CMC’s campus. Its rigorous admissions process selects 42 students from over 4,000 applications, making it unique in individualized attention and intense student participation.

**Kurt A. Barwis, FACHE**  
PRESIDENT AND CEO  
Bristol Hospital and Health Care Group, Inc. / Bristol, Connecticut

Kurt Barwis joined Bristol Hospital and Health Care Group as president and CEO in August 2006. He brings over 28 years of management and leadership experience in community hospital, management consulting, and entrepreneurial business environments to his position. Barwis earned a Bachelor of Business Administration, majoring in accounting, from the Wharton School of the University of Pennsylvania and a Master of Business Administration, majoring in finance, from LaSalle University. He is a fellow of the American College of Healthcare Executives, was a licensed Certified Public Accountant from 1999 to 2007, and is a registered Connecticut lobbyist. Prior to joining Bristol Hospital, Barwis was senior vice president and chief operating officer at St. Mary’s Hospital in Leonardtown, Maryland.

**Andre A. Boyd Sr., FACHE**  
EXECUTIVE VICE PRESIDENT OF THE HOSPITAL DIVISION  
New Hanover Regional Medical Center / Wilmington, North Carolina

Andre Boyd joined New Hanover Regional Medical Center (NHRMC), an 800-bed teaching hospital serving Southeastern North Carolina, as executive vice president of the hospital division in October 2016, bringing 14 years of healthcare experience in administration, operations, business development, and physician relations. In recent years, he has been consistently recognized as one of the nation’s leading young healthcare executives. At NHRMC, Boyd manages everyday operations for the $1 billion organization, with six hospital campuses, close to 7,000 employees, and a physician network of more than 250 doctors.
Kimberly Boynton, MBA  
**PRESIDENT AND CEO**  
Crouse Health / Syracuse, New York

Kimberly Boynton has served as president and CEO of Syracuse, New York-based Crouse Health since 2014. In addition to the 506-bed Crouse Hospital, the health system includes Community Memorial Hospital in Hamilton, New York, a 23-bed critical access provider. The $482 million system also includes 10 outpatient locations, eight primary care offices, two outpatient surgery centers, two urgent care centers, and an inpatient substance abuse center.

David T. Brooks, FACHE  
**PRESIDENT**  
St. Joseph Mercy Health Ann Arbor & Livingston / Ann Arbor, Michigan

Dave Brooks joined St. Joseph Mercy Health System in 2015 as the president of St. Joseph’s hospitals in Ann Arbor and Livingston. St. Joseph Mercy is a faith-based major teaching facility serving Ann Arbor, Washtenaw, and Livingston counties. It is a notable trauma and teaching center and provides tertiary care such as major cardiac services, advanced surgical services, and multiple ICUs. St. Joseph is part of Trinity Health, a national Catholic healthcare ministry. Brooks recently served as president of St. John Hospital and Medical Center in Detroit. Prior to that, he was CEO for Providence Health and Services’ northwest Washington service area, which included Providence Regional Medical Center Everett; Providence Medical Group, a multispecialty group practice; and other related healthcare services.

Walt Cathey  
**CEO**  
Covenant Medical Center / Lubbock, Texas

Walt Cathey is the CEO for Covenant Medical Center, a not-for-profit acute care hospital that is the premier healthcare facility in the region. He is responsible for managing all operational decisions, overseeing the budget, and most of all, fulfilling his obligation to the center’s 5,200 employees. Cathey works extensively with the hospital’s 650 medical staff to develop performance improvement initiatives as well as strategies to improve quality of care within the system. He began his career as an occupational therapist. His career progression then shifted to leadership, seeing him serve Covenant Health as a vice president, then chief operations officer, before assuming his current role.

Loren F. Chandler, FACHE, CPA, MBA  
**CHIEF OPERATING OFFICER AND EXECUTIVE VICE PRESIDENT**  
Sinai Health System / Chicago, Illinois

Loren F. Chandler, FACHE, CPA, MBA, is chief operating officer and executive vice president of Sinai Health System and president of Mount Sinai Hospital. He has a 25-plus year healthcare career holding leadership roles (CEO, COO, CFO) with large regional health systems as well as community hospitals. He has been chosen to lead organizations facing mission-critical challenges, based on expertise in assessing operations, developing multi-faceted strategic plans, and building teams to reach goals. He has re-established financial stability and growth in his most recent leadership positions and has shifted the culture of organizations through transformational change.
MEMBER INTRODUCTIONS

Patrick A. Charmel
PRESIDENT AND CEO
Griffin Hospital / Derby, Connecticut

Patrick Charmel, president and CEO of Griffin Hospital and its parent organization, Griffin Health Services Corporation, has been associated with Griffin since 1979, when he served as a student intern while attending Quinnipiac University. After serving in a number of administrative positions, he became president in 1998. Charmel is also CEO of Planetree Inc., a subsidiary not-for-profit organization that supports an alliance of more than 500 worldwide healthcare organizations, including acute care hospitals, long-term care communities, and ambulatory care centers, that are committed to patient empowerment and the delivery of patient-centered care.

Pamela Dunley, RN, MS, MBA, CENP
PRESIDENT AND CEO
Elmhurst Memorial Hospital / Elmhurst, Illinois

Pamela Dunley has served as the president and CEO of Elmhurst Hospital since January 2017. She has been with Elmhurst Hospital for 20 years and has more than 35 years of healthcare experience. Dunley has served in a variety of administrative roles at Elmhurst Hospital, including chief operating officer and chief nursing officer. She was a member of the executive leadership team that planned and built Elmhurst’s state-of-the-art replacement hospital, which opened in 2011. She is a strong advocate of Six Sigma, Lean, and Toyota production methodologies, and the new hospital was built to optimize efficiency and patient-centric care. Under Dunley’s leadership, the organization has achieved Planetree Distinction status, Magnet recognition, JC disease-specific certifications, and numerous awards for quality and safety.

Bruce Elegant, FACHE
PRESIDENT AND CEO
Rush Oak Park Hospital / Oak Park, Illinois

Bruce Elegant has more than 30 years of experience in healthcare management. After a brief engagement with The Joint Commission in administrative services, he spent 15 years as an executive at the University of Illinois Hospital and Clinics in Chicago. Following this, he served as vice president and chief operating officer at Michael Reese Hospital and Medical Center in Chicago. Since 1997, he has held his current position at Rush Oak Park Hospital. Elegant is also vice president for hospital operations at Rush University Medical Center, where he is a member of the Board of Rush Health, a clinically integrated network of physicians and hospitals.

Delvecchio Finley, MPP, FACHE
CEO
Alameda Health System / Oakland, California

Delvecchio Finley is the CEO of Alameda Health System, a leading public healthcare provider and medical training institution based in Oakland, California. Finley has extensive experience in healthcare management with well-regarded institutions, including the University of California, San Francisco; San Francisco General Hospital and Trauma Center; and Sutter Health’s California Pacific Medical Center. He is a leader in local and national healthcare organizations, including the American College of Healthcare Executives (ACHE). He has received recognition from Modern Healthcare as a Minority Executive to Watch (2016) and Up and Comer (2015), and from Becker’s Hospital Review as one of the Top 25 Healthcare Leaders Under 40 (2014, 2015). Finley holds a Bachelor of Science in Chemistry from Emory University and a Master of Public Policy from Duke University, where he also attained graduate certification in health policy, law, and management. He is board certified in healthcare management and an ACHE Fellow.
MEMBER INTRODUCTIONS

Dennis S. Freeman, PhD
CEO
Cherokee Health Systems / Knoxville, Tennessee
Since 1978, Dennis Freeman has served as CEO of Cherokee Health Systems, Inc., a community-based provider of integrated primary care and behavioral health services in East Tennessee. Cherokee Health Systems is both a Community Mental Health Center and a Federally Qualified Health Center. The company has 750 employees and two dozen service locations, including rural and urban sites. In 2007, the National Center for Primary Care presented Cherokee the Best Practices in 21st Century Primary Care award.

Toby Freier, MBA, FACHE
PRESIDENT
New Ulm Medical Center/Allina Health / New Ulm, Minnesota
Toby Freier is president of New Ulm Medical Center (NUMC) and vice president of the West Region Community Hospitals of Allina Health. He is a Fellow of the ACHE and has been a frequent speaker across the nation on rural health transformation. During Freier’s time as president, NUMC has received the AHA Nova Award, the Minnesota Hospital Association’s Innovation of the Year and Community Health Commitment awards, the iVantage Top 100 Critical Access Hospital award (five times), and numerous recognitions for quality and patient experience. NUMC, a part of Allina Health, is a fully integrated rural delivery system and national leader in population health due to its Heart of New Ulm project and ACO participation.

Joseph Golbus, MD
PRESIDENT
NorthShore University HealthSystem / Evanston, Illinois
Dr. Joseph Golbus is president of NorthShore University HealthSystem Medical Group, a group of nearly 1,000 physicians headquartered in Evanston, Illinois. He earned his bachelor’s degree from the University of Illinois summa cum laude in 1977 and his MD from the University of Illinois Abraham Lincoln School of Medicine in 1981. This was followed by residency training in internal medicine at Northwestern University’s Feinberg School of Medicine, and fellowship training in rheumatology at the University of Michigan Hospitals. Dr. Golbus received his MBA from Northwestern University’s Kellogg Graduate School of Management in 2005.

Lee Hammerling, MD
CHIEF PHYSICIAN EXECUTIVE AND CHIEF MEDICAL OFFICER
ProMedica Health System / Toledo, Ohio
Dr. Lee Hammerling is chief physician executive and chief medical officer for ProMedica Health System. In this role, he provides executive oversight for the development of key ProMedica service lines, including heart, cancer, orthopedics, neurosciences, women’s health, and vascular. Additionally, he provides executive oversight for population health, the clinical integrated network and ACO, physician contracting and compliance, the ProMedica Innovations center and incubator (a division focused on commercialization of ProMedica patented and licensed intellectual property), and the academic programs and affiliation with the University of Toledo College of Medicine.
MEMBER INTRODUCTIONS

Dr. David Hayes is the medical director of Mayo Clinic Provider Relations and the Mayo Clinic Care Network. Mayo Clinic’s goal is to establish long-lasting and clinically meaningful relationships with high-quality providers and organizations to promote the meaningful exchange of clinical information to benefit patients, accelerate innovation, and increase value in healthcare.

Mark Herzog is president and CEO of Holy Family Memorial (HFM), an integrated healthcare delivery system uniting a 90-provider group practice and community hospital recognized for innovative delivery system transformation. He is an American College of Healthcare Executives (ACHE) faculty member and presents frequently at the national meetings of the ACHE, the American Hospital Association (AHA), and the CHA, as well as the CoDev 2013 International Open Innovation Forum, the National Center for Healthcare Leadership, and the University of Michigan. In 2015, Herzog was featured in HealthLeaders’ “CEO Thoughts” on the Supreme Court’s King v. Burwell decision and was cited by Becker’s Hospital Review as one of 50 Rural Health Leaders to Know. He was a 2012 finalist for the AHA’s Shirley Ann Munroe award and has served in board roles with the AHA and the Wisconsin Hospital Association. He currently serves on the AHA Health Care Reform Advisory Group. Herzog holds an MHSA from the University of Michigan and a BA from St. Lawrence University in Canton, New York.

Scott Hill joined Columbus Regional Health as chief operating officer in October 2012; he was named president and CEO in July 2014. Previously, he was the CEO of LewisGale Hospital Montgomery, a Hospital Corporation of America (HCA) facility, in Blacksburg, Virginia. Hill was with HCA in progressively responsible leadership roles, including CEO, for 12 years at facilities such as Northern Virginia Community and Dominion Hospitals in Arlington and Falls Church, Virginia, and Henrico Doctors’ Hospitals in Richmond, Virginia. He has also held positions with the HealthSouth Corporation in Richmond and was employed as an exercise physiologist at St. Francis Hospital in Columbus in the mid-1990s.

Joseph Hooper is president of Community Howard Regional Health in Kokomo, Indiana, part of the Indianapolis-based Community Health Network. He provides strategic leadership, oversight, and direction for the region through devoted service, relationship building, and innovative vision. Hooper’s diverse experience brings guidance at a time of accelerated industry change, ensuring exceptional experiences for every life touched by Community Howard’s care.
Sam D. Huenergardt, MBA
PRESIDENT AND CEO
Parker Adventist Hospital / Parker, Colorado

Sam Huenergardt joined Parker Adventist Hospital as president and CEO in July 2015. He works closely with the hospital’s board to ensure the hospital is serving its mission and vision, and providing care according to its values. He also works with the senior team to recruit talented physicians, nurses, and other healthcare professionals. Previously, Huenergardt served as president and CEO of Central Texas Medical Center in San Marcos, Texas, from 2010 to 2015. Prior to that, he served as chief operating officer and chief financial officer of Gordon Hospital in Calhoun, Georgia, from 2005 to 2010. Huenergardt holds a Bachelor of Science in Business Administration from Union College in Lincoln, Nebraska, and a Master of Business Administration from Baker University in Overland Park, Kansas.

Charlotte Ipsan, RNC, DNP, NNP-BC, FACHE
CHIEF ADMINISTRATIVE OFFICER
Norton Women’s & Children’s Hospital / Louisville, Kentucky

Charlotte Ipsan has over 30 years’ experience in healthcare, beginning as a nurse in the neonatal ICU at Norton Children’s Hospital and exiting the clinical bedside as a neonatal nurse practitioner in 2009. Ipsan led the opening of Kentucky’s first pediatric outpatient surgical, emergency room, and diagnostic facility in 2010. Since May 2012, she has served as the senior executive for Norton Women’s & Norton Children’s Hospital, a full-service, 373-bed community hospital for men, women, and children. Norton completed a $130 million reconfiguration in December 2014 to add a transformational model of comprehensive women’s healthcare, addressing pelvic floor health, breast health, bone health, and headache treatment, along with expanded pediatric services in conjunction with Norton Children’s Hospital. Norton holds The Joint Commission’s Gold Seal of Approval as a certified Advanced Primary Stroke Center, is certified as a Center of Excellence for minimally invasive gynecological surgeries, and is the first facility of its type to become chest pain-accredited.

Jack Kolosky, CPA, MBA
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER; PRESIDENT
H. Lee Moffitt Cancer Center & Research Institute / Tampa, Florida

Jack Kolosky is chief operating officer of Moffitt Cancer Center in Tampa, Florida, and serves as president of its Moffitt Hospital as well as the corporate executive vice president/chief operating officer. He joined the cancer center in November 1999. Kolosky has more than 30 years of healthcare leadership experience. Prior to Moffitt, he served as the chief financial officer for the Georgetown University Medical Center in Washington, D.C., and as the associate vice president and chief financial officer of the University of Texas MD Anderson Cancer Center in Houston.

Todd C. Linden, MA, FACHE
PRESIDENT AND CEO
Grinnell Regional Medical Center / Grinnell, Iowa

Todd Linden is president of Grinnell Regional Medical Center (GRMC), a mid-sized rural hospital in Grinnell, Iowa. Under his 20 years of leadership, GRMC has enjoyed dramatic growth. Known nationally for its innovation, it is one of the smallest hospitals to use the newest da Vinci surgical robots, and its bariatric center of excellence is one of the largest weight reduction centers in Iowa. GRMC has been cited by The Washington Post and USA Today for its optimal healing environment and by AARP Magazine as one of America’s Safest Hospitals. It has also completed breakthrough research on the use of copper touch surfaces in dramatically reducing bacteria and the incidence of HAIs. Since coming to GRMC in 1994, Linden has received numerous honors, including the University of Iowa’s Outstanding Alumni award, the Iowa Hospital Association’s Excellence in Leadership award, and the American Hospital Association’s Board of Trustees award. Linden is also an adjunct professor at the University of Iowa. He received both his master’s and bachelor’s degrees from the University of Iowa and is a Fellow in the ACHE.
MEMBER INTRODUCTIONS

Steven N. Little
PRESIDENT AND CEO
Agnesian HealthCare / Fond du Lac, Wisconsin

Steven Little is president and CEO of Agnesian HealthCare, an integrated health delivery system consisting of three acute care hospitals, three long-term care facilities, assisted and independent living facilities, a stand-alone hospice, 205 physician multispecialty clinics, a cancer center, seven retail pharmacies/DME suppliers, a clinical reference laboratory, and a stand-alone outpatient surgical center. Little joined Agnesian in 2003 as senior vice president and CFO, was promoted to executive vice president in 2010, and has held his current position since January 2012. Prior to joining Agnesian, Little served as chief financial officer for St. John’s Medical Center in Jackson Hole, Wyoming, from 1996 to 2003. Before that, he was senior vice president/CFO for United Bancorporation of Wyoming, a multi-bank holding company. Previous to that, Little spent six years in public accounting with Deloitte & Touche in Denver.

Steve Long, MHA, MBA, FACHE
PRESIDENT AND CEO
Hancock Health / Greenfield, Indiana

Steve Long is the president and CEO of Hancock Health/ Hancock Regional Hospital in Greenfield, Indiana. Hancock Health is an integrated healthcare system with more than 1,600 associates, physicians, and volunteers providing world-class medical services and developing cutting-edge population health initiatives, all seasoned with love. During his 20+ years in healthcare, Long has served in a variety of senior leadership capacities, including stints at University of Iowa Healthcare in Iowa City, Iowa; MD Anderson Cancer Center in Houston; and Aurora Healthcare in Milwaukee. Prior to his arrival at Hancock, he served as the president and CEO of Skiff Medical Center in Newton, Iowa.

Jason Naidich, MD
SENIOR VICE PRESIDENT AND REGIONAL EXECUTIVE DIRECTOR
Northwell Health/Great Neck, New York

CHAIR, RADIOLOGY
Hofstra Northwell School of Medicine

Dr. Jason Naidich serves as senior vice president and regional executive director of the central region of Northwell Health. Northwell’s largest region, the central region’s hospitals include two academic tertiary care hospitals, two community hospitals, one children’s hospital, and one behavioral health hospital. Dr. Naidich continues to serve as chair of radiology at Hofstra Northwell School of Medicine. He previously served in several leadership roles within Northwell, including senior vice president and executive director of imaging services. Dr. Naidich earned his medical degree from Cornell University and his business degree from Yale University.

Steve Narang, MD, MHCM
CEO
Banner—University Medical Center / Phoenix

Dr. Steve Narang is CEO of Banner—University Medical Center in Phoenix. Serving as the CEO of Arizona’s largest hospital since 2013, Dr. Narang has helped lead the development of a new strategic plan and vision for the medical center, leading to a 30-year affiliation with the University of Arizona College of Medicine in Phoenix, as well as over $400 million in investments toward building 13 multi-departmental specialty institutes, a new inpatient tower, and a new emergency department. He is deeply committed to a culture of physician leadership, especially in leading clinical process redesign to improve the value of consumer-focused care delivery.
MEMBER INTRODUCTIONS

Philip Newbold, FACHE
CEO
Beacon Health System / South Bend, Indiana

With 29 years of experience as CEO of Memorial Hospital and now Beacon Health System, Phil Newbold has skillfully led the area’s only community-owned healthcare system through a transformative time in healthcare. As the leader of a 7,000+ employee organization, Newbold provides invaluable insight, perspective, and knowledge into the needs and concerns of Beacon’s community.

Therese Pandl, RN, MN, MBA, FACHE
DIVISION PRESIDENT AND CEO
Hospital Sisters Health System / Green Bay, Wisconsin

Therese Pandl is president and CEO of the Hospital Sisters Health System’s (HSHS) Eastern Wisconsin Division. HSHS is a 15-hospital system operating in Wisconsin and Illinois. Its Eastern Wisconsin Division includes four hospitals (HSHS St. Vincent and HSHS St. Mary’s Hospital in Green Bay; HSHS St. Nicholas Hospital in Sheboygan; and HSHS St. Clare Memorial Hospital in Oconto Falls) as well as a partnership with a fifth hospital, Door County Medical Center, and Prevea Health’s multispecialty clinics and Prevea 360 Health Plan. The Eastern Wisconsin Division sees approximately $800 million in net patient revenue annually.

Ronald A. Paulus, MD
PRESIDENT AND CEO
Mission Health / Asheville, North Carolina

Dr. Ron Paulus is president and CEO of Mission Health, a $1.7 billion integrated health system serving all of western North Carolina—a region older, poorer, sicker, and less likely to be insured than state and national averages (www.Mission-Health.org). Mission Health includes six general acute care hospitals (including four critical access hospitals), a rehabilitation hospital, more than 500 employed providers, inpatient and home hospice programs, a PACE program, and an MSSP ACO comprised of more than 1,000 physicians in a clinically integrated network.

John Phillips, FACHE
PRESIDENT
Methodist Mansfield Medical Center / Mansfield, Texas

John Phillips is president of Methodist Mansfield Medical Center in Mansfield, Texas. He oversees operations of a 254-bed nonprofit acute care hospital with more than 1,000 employees and 200 physicians. Phillips has been instrumental in leading and growing the hospital, which recently achieved Magnet designation for excellence in nursing and is currently pursuing Level III trauma designation. Under Phillips’ leadership in 2017, the hospital topped out a new $11.8 million professional office building and in 2015 opened the $118 million Amon G. Carter Foundation Heart and Vascular Center and patient tower.
MARTY RASH
EXECUTIVE CHAIRMAN
RCCH Healthcare Partners / Brentwood, Tennessee

Marty Rash is executive chairman of RCCH Healthcare Partners, created through the merger of RegionalCare Hospital Partners and Capella Healthcare. Previously, Rash was chairman, CEO, and founder of RegionalCare Hospital Partners. He also served as chairman and CEO of Province Healthcare, a $1 billion NYSE company that owned 21 hospitals and managed more than 50 hospitals. Prior to his tenure at Province Healthcare, Rash served as executive vice president and chief operating officer for Community Health Systems, where he led the growth of the company from 10 to 41 hospitals in 17 states. Earlier in his nearly 30-year healthcare career, he worked at numerous community hospitals in administrative and financial roles.

SCOTT W. RATHGABER, MD, AGAF
CEO
Gundersen Health System / La Crosse, Wisconsin

Dr. Scott Rathgaber is the CEO and a board-certified gastroenterologist at Gundersen Health System in La Crosse, Wisconsin. He joined the Gundersen gastroenterology department in 1998 and took on his first leadership role in 2005, after being elected gastroenterology section chief. For the next six years, he led quality, patient satisfaction, and other initiatives for the section. In 2010, Gundersen medical staff elected Dr. Rathgaber to the organization’s board of governors, where he helped provide oversight and governance of the organization from a systemwide perspective. Two years later, he was named a medical vice president. Partnering with an operational vice president, Dr. Rathgaber managed the medical side of hospital operations, neurosciences, general surgery, anesthesiology, emergency services, occupational health services, and pharmacy. Over time, his responsibilities grew to include leadership in the organization’s quality and learning initiatives.

GREG POUlsen
SENIOR VICE PRESIDENT AND CHIEF STRATEGY OFFICER
Intermountain Healthcare / Salt Lake City

Greg Poulsen is senior vice president and chief strategy officer for Intermountain Healthcare in Salt Lake City, where he has had direct responsibility for strategy development, research and planning, marketing, and policy for more than 20 years. Poulsen is a trustee for the American Board of Internal Medicine Foundation, which focuses on advancing medical professionalism. He has been a consultant to the Swedish Health Ministry and provided counsel on health policy development in several countries, including Great Britain, Canada, France, New Zealand, Australia, Norway, and Germany. He was a commissioner for the Commonwealth Fund in Washington, D.C., and participated in the development of the policy papers “Bending the Curve” and “Why Not the Best?” which have helped shape the discussion on American health policy.

TRIP PILGRIM
MARKET CEO
Tenet Health / San Antonio, Texas

Since February 2017, Trip Pilgrim has served as Market CEO for Tenet’s San Antonio and New Braunfels markets. In this role, he provides strategic and executive leadership for the five-hospital Baptist Health System in San Antonio and Resolute Health in New Braunfels, Texas. Prior to his current role, Pilgrim was senior vice president of development for Tenet Healthcare Corporation, providing leadership for acquisitions, corporate partnerships, business development, and marketing. Pilgrim joined Tenet from Vanguard Health Systems, where he served as senior vice president and chief development officer. Prior to this role, he served as the president and CEO of Vanguard’s Baptist Health System in San Antonio, Texas. Also during his tenure at Vanguard, he served as the regional vice president of business development for Baptist Health System and vice president of development for Vanguard.
MEMBER INTRODUCTIONS

William T. Richardson, FACHE
PRESIDENT AND CEO
Tift Regional Health System / Tifton, Georgia

William Richardson is president and CEO of Tift Regional Health System in Tifton, Georgia. The health system includes Tift Regional Medical Center (TRMC) and the TRMC West Campus in Tifton; Cook Medical Center and Cook Senior Living Center in Adel; and the Tift Regional Physician Group, which encompasses various primary care and specialty care clinics throughout South Central Georgia.

Rachelle Schultz
PRESIDENT AND CEO
Winona Health / Winona, Minnesota

Rachelle Schultz has more than 25 years’ experience in healthcare management. At Winona Health, located in Winona, Minnesota, she oversees a 99-bed acute care hospital, physician clinics, a 125-bed nursing home, three assisted living facilities, hospice, retail pharmacies, a foundation, and related healthcare services. Service excellence, continuous performance improvement, Lean management systems, and team development are key components of her working style.

Ryan Smith
CEO
Memorial Hospital of Converse County / Douglas, Wyoming

Ryan Smith is CEO of Memorial Hospital of Converse County in Douglas, Wyoming. Previously, he served as CEO of Central Peninsula Hospital in Soldotna, Alaska, from 2006 to 2011. Since 1993, he has also served as CFO in hospitals in Utah, Wyoming, Kentucky, and Alaska for HealthTrust, Inc., Columbia/HCA, LifePoint Hospitals, Inc., and Iasis Healthcare. Smith earned a bachelor’s degree in accounting and an MBA from the University of Utah in 1990 and 1992. He is the chair of the Wyoming Hospital Association and former chair of the Alaska Hospital and Nursing Home Association.

Pamela Stoyanoff, CPA, MBA
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER
Methodist Health System / Dallas

Pam Stoyanoff is executive vice president and chief operating officer for the seven-hospital Methodist Health System in Dallas. She is responsible for four of these hospitals (the other three being joint ventures) and a myriad of corporate and centralized functions, including IT, purchasing, quality, transplant services, and graduate medical education. Stoyanoff is experienced in strategic planning, financial management, IT, human resources, operational performance improvement, joint ventures, and physician integration.
MEMBER INTRODUCTIONS

Nathan Tudor, FACHE
CEO
CHRISTUS Spohn Hospital / Corpus Christi, Texas

Nathan Tudor joined CHRISTUS Spohn Hospital in 2013 after serving as CEO for Beauregard Memorial Hospital in DeRidder, Louisiana. Prior to that, he worked with a large for-profit operator. He has led several financial turnarounds, has been recognized by Becker’s Hospital Review as one of its Top 25 CEOs Under 40, and was recognized with the Early Careerist award by the Central and South Texas chapter of the ACHE.

Michael Ugwueke, MPH, DHA, FACHE
PRESIDENT AND CEO
Methodist Le Bonheur Healthcare / Memphis, Tennessee

Michael Ugwueke is president and CEO of Methodist Le Bonheur Healthcare System in Memphis, Tennessee, a faith-based mission-driven system comprised of six acute care hospitals, including Le Bonheur Children’s Hospital; five urgent care centers; home health and hospice; and over 50 owned physician practices. Ugwueke oversees a workforce of over 13,000 associates, 2,500 affiliated physicians, and numerous volunteers. Together, they provide care to 1.2 million people in the mid-South.

Paula R. Vincent, RN, MSN
PRESIDENT
Novant Health Presbyterian Medical Center / Charlotte, North Carolina

Paula Vincent is president of Novant Health Presbyterian Medical Center (NHPMC) and Novant Health Charlotte Orthopedic Hospital (NHCOH). She has served in several key senior leadership roles with Novant Health. Vincent has responsibility for growth and strategy for the center city market in Charlotte and oversees the operations for the tertiary facility. During her time in this role, NHPMC achieved Comprehensive Stroke Center certification by The Joint Commission, Level III trauma center designation, Magnet Nursing Excellence recognition, and Baby Friendly certification; NHCOH is also opening a replacement hospital in October.

Allen Weiss, MD, MBA, FACP, FACR
PRESIDENT AND CEO
NCH Healthcare System / Naples, Florida

Dr. Allen Weiss was appointed president and CEO of the NCH Healthcare System, a 716-bed, two-hospital integrated healthcare system, in September 2006. NCH is one of only 45 hospitals in the country affiliated with Mayo Clinic, where he serves as an adjunct assistant professor of medicine. Dr. Weiss was elected to the American Hospital Association board in 2017. Additionally, he is past chair of the Florida Hospital Association and past chair of the Upper Midwest Vizient Board.
Mike Wiltermood has nearly 30 years of hospital leadership experience and has been the CEO at Enloe Medical Center since July 2009. Prior to that, he was Enloe Medical Center’s chief operating officer for two years, overseeing the medical center’s day-to-day operations. Wiltermood is the former executive vice president/chief operating officer of Fremont-Rideout Health Group in Yuba City, California. Additionally, he has held executive-level positions at hospitals and health systems in Arizona, Idaho, and Washington. Wiltermood received his Bachelor of Arts in International Relations and his Master of Science degree in Healthcare Administration from Brigham Young University in Provo, Utah.

Carolyn Wilson is executive vice president and chief operating officer at Beaumont Health, Michigan’s largest healthcare system, based on inpatient admissions and net patient revenue. In this role, Wilson oversees operations for Beaumont Health and its eight hospitals. Wilson came to Beaumont in 2016 from Fairview Health Services in Minneapolis, where she served as executive vice president and chief operating officer. Before joining Fairview, she held positions of increasing responsibility at the University of Chicago and University of Chicago Medical Center from 1998 to 2011, including UCMC chief operating officer and associate dean; vice president for faculty practice administration; chief operating officer for the University of Chicago Practice Plan; and director of managed care operations. Earlier in her career, she was an executive at Ingalls Memorial Hospital in Harvey, Illinois, and spent eight years in a series of director positions with responsibility for operations, infection control, quality management, and nursing education.

Dr. Ginger Williams began her tenure as president and CEO of Oaklawn Hospital in January 2013. She earned her undergraduate degree at the University of Wisconsin, obtained her medical degree at the Medical College of Wisconsin, completed her residency in emergency medicine at Michigan State University, and earned a master’s degree in medical management from Carnegie Mellon University. Dr. Williams has been at Oaklawn Hospital for over 20 years, first as an emergency department physician, then as chief medical officer starting in 2005. She is a Fellow of the American College of Emergency Physicians, a Fellow of the ACHE, and a Diplomate of the American Board of Emergency Medicine.

**Ginger Williams, MD, FACEP, FACHE**  
President and CEO  
Oaklawn Hospital / Marshall, Michigan

**Carolyn Wilson, MBA, RN**  
Executive Vice President & Chief Operating Officer  
Beaumont Health

**Mike Wiltermood**  
CEO  
Enloe Medical Center / Chino, California

**Carolyn Wilson, MBA, RN**  
Executive Vice President & Chief Operating Officer  
Beaumont Health

**Mike Wiltermood**  
CEO  
Enloe Medical Center / Chino, California

**Ginger Williams, MD, FACEP, FACHE**  
President and CEO  
Oaklawn Hospital / Marshall, Michigan
Jim Molpus is leadership programs director with HealthLeaders Media, and is responsible for managing the company’s executive relationships and leadership events. Prior to his current role, Jim served as editorial director of HealthLeaders Media, where he oversaw the editorial direction of HealthLeaders magazine, HealthLeaders online news, and the Top Leadership Teams in Healthcare awards program. During his tenure, the editorial products were recognized among the nation’s best business publications by the American Society of Business Publication Editors and the American Society of Healthcare Publication Editors.

Julie Auton is leadership programs editor at HealthLeaders Media. In this role, she develops programs for healthcare executives, including the Exchange program, HealthLeaders Media Live, and the HealthLeaders Physician Executive Series. Prior to joining HealthLeaders, she was principal of a commercial writing agency for corporate and nonprofit clients. Her communications career includes positions at The Coca-Cola Company, the Atlanta Committee for the Olympic Games, AmericasMart-Atlanta, and Competitive Edge magazine. Julie joined HealthLeaders Media in 2015.

Philip Betbeze is a senior editor covering leadership with HealthLeaders Media. He writes a weekly online column and his work appears monthly in HealthLeaders magazine, a publication focusing on business leadership in healthcare. A former editor with Nashville Business Journal, Philip has been with HealthLeaders since 2000 and previously wrote about healthcare finance from 2003 to 2008. He has received several awards from both the American Society of Business Publication Editors and the American Society of Healthcare Publication Editors.
ABOUT HEALTHLEADERS MEDIA AND H3.GROUP

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See all of our offerings at www.healthleadersmedia.com.

H3.Group


In March 2017, Simplify Compliance, LLC, announced the merger of DecisionHealth, LLC, with existing brands HCPro and HealthLeaders Media to form the H3.Group. H3.Group, with its three pillars of thought leadership, expertise, and application, provides critical insight, analysis, tools, and training to healthcare organizations nationwide, aiming to empower healthcare professionals with solution-focused information and intelligence to guide their organizations’ efforts in achieving compliance, financial performance, leadership, and organizational excellence. In addition, H3.Group nurtures and provides access to productive C-suite relationships and engaged professional networks, deploys subject matter expertise deep into key functional areas, and enhances the utility of proprietary decision-support knowledge.

The creation of H3.Group comes as healthcare faces an unprecedented period of transition that brings uncertainty and opportunity. As policies and regulations are revisited and payment models changed, the need for clarity, actionable guidance, and expert training for all provider settings and functional areas will increase dramatically. By bringing together industry-leading and award-winning tools, experts, and thought leadership, H3.Group offers the healthcare industry a depth of knowledge, insight, and solutions not found anywhere else.
About Cejka Search®, Inc.

Cejka Search®, Inc., is a nationally recognized and award-winning, healthcare executive, physician, and advanced practice search firm, providing services to the healthcare industry for more than 35 years. Specializing solely in healthcare, we identify and recruit top talent nationwide (including executives, physician leaders, practicing physicians, and advanced practitioners) for medical group practices, hospitals, academic medical institutions, ambulatory centers, health systems, and more. Our team of experienced search professionals apply proven and cutting-edge recruitment strategies, delivered with exceptional service excellence.

Cejka Search’s scope of leadership search services spans executive titles including the entire C-Suite, Senior Vice Presidents, Vice Presidents, and Academic Chiefs and Chairs. Additionally, our physician and advanced practice services cover more than 120 medical specialties and sub-specialties. Leveraging our proprietary database and network relationships with over 900,000 talented healthcare professionals nationwide, we provide our client partners direct access to reach a diverse population of healthcare talent that includes both active and passive job seekers.

As a crucial partner, Cejka Search guides healthcare organizations on how to approach the competitive candidate market with up-to-date industry knowledge compiled through our extensive search experience and successful placements. Regarded as an industry thought leader, our firm is frequently requested to provide insightful keynote presentations on emerging executive titles, compensation/benefit trends, evolving responsibilities/business models, and the key leadership styles most desired by highly sought-after candidates.

Cejka Search®
4 CityPlace Drive
Suite 300
St. Louis, Missouri 63141
1.800.209.8143 Toll Free
314.726.0026 Fax
connect@cejkasearch.com
www.cejkasearch.com

Cejka Search is a Cross Country Healthcare, Inc. (NASDAQ: CCRN) company, a leading provider of healthcare staffing services in the United States.
About Envision Physician Services

Envision Physician Services is a multispecialty physician group and healthcare management team providing anesthesia, emergency medicine, hospital medicine, radiology, surgical services, and women’s and children’s health services. Our collective experience enables us to better solve complex problems and consistently give healthcare organizations confidence in our execution. Envision Physician Services serves more than 780 healthcare facilities in 48 states and the District of Columbia and employs or contracts with more than 16,000 physicians and other healthcare professionals.
About Global Healthcare Alliance

Global Healthcare Alliance (GHA) has been a leader in value-based care models and care management for more than 30 years. GHA provides advisory and administrative services for healthcare organizations transitioning from fee-for-service reimbursement models to new fee-for-value models. Serving more than 1,000 healthcare providers and employer organizations operating value-based reimbursement programs and clinical Centers of Excellence, our programs deliver Quality, Care, and Value. Together.

James Dye
Chief Development Officer

Darren Beck
VP, Business Development
About nThrive

From Patient-to-Payment™, nThrive provides all the technology, advisory expertise, services, analytics, and education programs healthcare organizations need to thrive in the communities they serve. Formerly known as MedAssets, Precyse, and Equation, nThrive is built on a legacy of excellence. Most recently, nThrive acquired two leaders in their fields, Adreima—a provider of patient-centered, clinically integrated revenue cycle services that help patients find coverage and meet their financial obligations—and e4e Health care Services—a business process outsourcing company. The five organizations together combine top talent and capabilities in the healthcare industry into a single enterprise.

www.nthrive.com
About Optum

Optum is a leading health services and innovation company dedicated to helping make the health system work better for everyone. With more than 124,000 people collaborating worldwide, Optum combines technology, data, and expertise to improve the delivery, quality, and efficiency of healthcare. [www.optum.com](http://www.optum.com)

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About Quest Diagnostics

Quest Diagnostics empowers people to take action to improve health outcomes. Our diagnostic insights help treat disease, inspire healthy behaviors, and improve healthcare management. Our Quanum technology and analytics portfolio offers a robust suite of tools that allow patients, payers, and providers to better analyze, connect, and engage, allowing us to deliver on the promise of technology in healthcare to improve quality, outcomes, and patient care.
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Our principals started the cash acceleration field. Over the past three decades, we have helped providers of all types and sizes meet the challenges of receivables management. We have established a long track record of making good on our promises and delivering superior results for our clients.

For more information, please contact Tammy Caballero, Vice President of Sales and Marketing, at 615-406-3847 or by email at tcaballero@xtendhealthcare.net.
RESORT MAP

Omni Hotels & Resorts

GOVERNOR’S BALLROOM
Cocktails
Dinner & Best Practice Stories

BARTON CREEK A
Breakout Session 1
Breakout Session 4
Breakout Session 7
WorkGroup Session 1

BARTON CREEK B
Breakout Session 2
Breakout Session 5
Breakout Session 8
WorkGroup Session 2

BARTON CREEK C
Breakout Session 3
Breakout Session 6
Breakout Session 9
WorkGroup Session 3

FORUM AMPHITHEATER
Event Kickoff/Ideas Exchange

CONFERENCE LOBBY
BARTON CREEK

AUSTIN
Sponsor Panel Session 2
Sponsor Panel Session 5

HOUSTON
Sponsor Panel Session 1
Sponsor Panel Session 4
Sponsor Panel Session 7

RAYBURN
Sponsor Panel Session 3
Sponsor Panel Session 6

FORUM AMPHITHEATER
Event Kickoff/Ideas Exchange

BUSINESS CENTER
BARTON CREEK

RAYBURN
Sponsor Panel Session 3
Sponsor Panel Session 6

CLUBHOUSE UPPER LEVEL

Buffet Breakfast

BARTON CREEK CLUBHOUSE UPPER LEVEL

AUSTIN
Sponsor Panel Session 2
Sponsor Panel Session 5

HOUSTON
Sponsor Panel Session 1
Sponsor Panel Session 4
Sponsor Panel Session 7

RAYBURN
Sponsor Panel Session 3
Sponsor Panel Session 6

FORUM AMPHITHEATER
Event Kickoff/Ideas Exchange
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