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MOVING HEALTH CARE FORWARD

Today’s CEO Mindset

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Nashville Health Care Reach is Wide, Diverse

12

Rising Stars: Meet 3 Bright, Young Leaders

28
We are fortunate to be part of a large, diverse healthcare community known for its innovative and collaborative spirit. Some of the world’s greatest thinkers and doers promote what we at Parallon and HealthTrust have known for decades—collaboration drives success. We are proud to support the Nashville Health Care Council and its efforts to bring insights and solutions to healthcare.

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President and CEO,
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Meet three of Nashville’s brightest young leaders in healthcare: An entrepreneur bringing more transparency to the industry; an admired CEO leading a fast-growing fertility operation; and a technology guru who can’t wait for healthcare consumerism to arrive.
This year, the Nashville Health Care Council celebrates 20 years of serving our city’s dynamic health care community. In my role as Council board chairman, I am excited to join industry leaders across the country in honoring this milestone and the tremendous legacy Nashville’s health care pioneers have created.

The scope and influence of Nashville’s health care industry is profound. With nearly 300 Council member organizations employing more than 628,000 people globally, this city truly stands alone in its impact on our nation’s health care system.

More remarkable to me, however, is the collaborative spirit and entrepreneurial environment I witness firsthand among Nashville’s health care organizations. The interconnectedness of the community—in addition to a shared understanding that the health care industry requires constant adaptation—has created a diverse assembly of leaders from health care organizations of all sizes, all of whom still appreciate an opportunity to learn from the high concentration of their peers in the area.

None of this happened overnight, of course. Nashville’s identity as the national leader in health care is rooted in its tremendous legacy, unmatched by our peers in terms of size, impact and influence. Those early leaders shaped today’s health care system, and in doing so, turned Nashville from “Music City” into America’s health care hub.

This unique entrepreneurism continued with the founding of the Council in 1995, establishing a gathering place to foster some of the industry’s most important conversations. Today, the Council works not only to strengthen Nashville’s position as the nation’s health care capital, but also to fortify it, by playing a prominent role in developing the next generation of industry leaders.

The Council unites an extraordinary collection of leaders, from yesterday, today and tomorrow, working collaboratively toward a better health care system.

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The Council unites an extraordinary collection of leaders, from yesterday, today and tomorrow, working collaboratively toward a better health care system. Healthier communities, higher quality care and lower costs — those are the industry’s goals. Nashville is where we achieve them.

William M. (Bill) Gracey is president and CEO of BlueCross BlueShield of Tennessee, overseeing operations of the company’s government and commercial business units. He has spent most of his 37-year career as a leader in the health care industry in Tennessee. He was announced board chairman of the Nashville Health Care Council in July 2015.
Care for communities from the home of health care.

Community Health Systems is proud to be a vital health resource in cities and towns across the U.S. We're also proud to call Nashville our home.

As a member of the Nashville Health Care Council, we join with other leading health care companies in the quest for quality, innovation, and a strong health care system. Because we know what we do in Nashville can improve the quality of life in every community we serve.

Congratulations to the Nashville Health Care Council on 20 years of service.

www.chs.net

With 198 affiliated hospitals serving communities in 29 states.
The CEO Mindset

The healthcare industry’s future is bright, according to Council member CEOs. A Bureau of Economic Analysis survey asked CEOs of Council member organizations about their confidence in current and future economic conditions. The results paint a positive picture:

- 79% of Council member CEOs expect the Nashville economy to improve in 2015.
- 50% of Council member companies expect their organization to grow organically in 2015.
- 95% of Council member CEOs indicate that a Nashville presence is important to their business.

Of CEOs who expect financial gains in the healthcare industry, here are the primary reasons for their optimism:

- Improved regulatory environment: 32.17%
- Increase in market demand: 22.63%
- New technology and innovation: 16.17%
- Reduction in operating costs: 14.67%
- Increase in price of services or products: 10.33%
- Other: 9.00%

Which health care sectors promise growth?

- Acute care services: 82.83%
- Long-term care: 46.83%
- Post-acute care services: 26.50%
- Managed care: 24.67%
- Other: 3.50%

“95% of Council member CEOs know that a Nashville location is important to their business. As the healthcare industry transforms, there are tremendous opportunities for innovation and investment, particularly here in Nashville. The Council fosters a collaborative environment so we can move the industry forward.”

– Wayne T. Smith, Chairman and CEO, Community Health Systems
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Legacy

Nashville’s Expertise Will Lead the Nation’s Health Care Into the Future

I am constantly inspired by the sheer volume of creativity in Nashville, much of which is channeled toward shaping a smarter, more efficient health care system for our nation.

I was only 16 when my father and brother co-founded HCA in 1968, an innovative venture that grew into the largest hospital management company in the world and reshaped the delivery of care throughout the country. HCA’s founding helped set the stage for Nashville to become the epicenter of the American health care industry, today home to 400 health care companies.

I advise a number of cutting-edge organizations, and I consistently see tomorrow’s successful, shareable care-delivery models being built in Nashville. Future generations of patients across the world stand to benefit.

Today, a new generation of patients wants transparent care delivered on the consumer’s terms, while nationally our health system is undergoing dramatic payment reform to transition to value-based care. We are just now tapping into the potential of big data, electronic health records, and personal health wearables.

The convergence of these changes will spur nothing less than a health care revolution. Fortunately, the Nashville Health Care Council was founded 20 years ago with today’s transformative period of health services in mind.

With stakes this high, the country’s senior health care executives must be prepared for the changing industry they will soon lead. That is why Dr. Larry Van Horn and I have partnered to direct the Nashville Health Care Council’s Fellows initiative, a purposeful program which brings together the nation’s future health care leaders under one roof, to participate in meaningful conversations on the direction of our business.

Council Fellows assembles the health care industry’s rising chief executives for an intensive course that exposes them to the top C-suite executives, thought leaders, and influencers in the health care world, inspiring collaboration and disruptive innovation among the group. This year’s class heard from visionaries such as Elizabeth Holmes, CEO of ground-breaking diagnostics company Theranos; took part in immersion activities like the operating room simulator at Vanderbilt University Medical Center; and participated in discussions on genetics and precision medicine while having their own DNA analyzed.

The challenge for us all is to find ever better ways to bring quality and value—a goal Nashville is working hard to realize.

But Nashville cannot truly be the health care capital until the health of the city’s workforce is improved. This is why I have launched NashvilleHealth, a one-of-a-kind effort to convene public, private and nonprofit sectors to create a comprehensive plan to address the health and wellbeing of Nashvillians. By capitalizing on the intelligence and collaborative spirit of this network, we will improve the health of our citizens and serve as a model for the nation.

The challenge for us all is to find ever better ways to bring quality and value—a goal Nashville is working hard to realize. By exercising our broad expertise and inventive spirit, Nashville’s future in the health care industry will be as promising as its past.

William H. Frist, M.D. is a nationally acclaimed heart and lung transplant surgeon, former U.S. Senate Majority Leader, director on the Nashville Health Care Council board and co-director of the Council Fellows initiative. Dr. Frist represented Tennessee in the U.S. Senate for 12 years where he served on both the Health and Finance committees responsible for writing health legislation.
We are Making Communities Healthier® beyond the walls of our hospitals and across the continuum of care.

LifePoint Health is more than a network of hospitals. We support the health and well-being of more than 65 communities by providing quality healthcare close to home through a range of comprehensive inpatient, outpatient, post-acute and preventive services. By working together, we are creating places where people choose to come for care, physicians want to practice and employees want to work.

For more information, visit www.lifepointhealth.net.
Healthcare Happens Here

Nashville may be known as “Music City,” but healthcare is the industry that really takes care of Nashville’s economy. Healthcare is Nashville’s largest and fastest growing industry, according to the latest economic impact study completed by the Nashville Health Care Council and Middle Tennessee State University in August 2015.

Nashville’s impact stretches globally. Allow the numbers to tell the story.

Locally Grown, Global Impact

- **25%** of Nashville’s nonfarm employment is related to healthcare, accounting for
- **250,000** jobs in healthcare
- Publicly traded healthcare companies are headquartered in Nashville, providing
- **500,000** jobs in healthcare
- **$73 Billion** in revenue globally
- **400** health care companies have operations in Nashville

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NHCC Strong
Council member companies represent a strong bunch.

$214,651,900
given in philanthropic contributions locally in 2014

628,000
people employed globally

$144 Billion
in total revenue

Moving Forward. Creating Futures.

For healthcare providers and their patients.

We aren’t physicians. We can’t prescribe medications for ailments.

What we can do is design human-centered environments that contribute to healing, create efficiencies and inspire a facility’s clinical personnel. Environments that will stand the test of time well into the future. This is our passion. And our mission.
Legacy

History of Healthcare in Nashville

The roots of Nashville’s healthcare community took hold in the 1960s with the founding of three major hospital companies: Hospital Corp. of America (HCA), Hospital Affiliates International (HAI) and General Care Corp. Over the ensuing decades, these companies spawn hundreds of mergers, acquisitions and new companies. They inspire entire industry trends. And they turn the American health care system, traditionally a collection of locally owned and operated operations, into an industry.

Entrepreneurial spinoffs and startups expanded Nashville’s presence into new sectors of the health care industry. The collaborative spirit of the city, dating back to those original hospital companies, continues today, as Nashville enjoys a unique position as the nation’s health care capital, home to a vibrant, diverse collection of organizations, paving the way toward a better health care system.

Below, you’ll find a fraction of the major happenings in our community since 1968. For a more comprehensive timeline of the growth and development of the Nashville health care industry, please visit www.healthcarecouncil.com/about/20th-anniversary.

May 1, 1968: Hospital Corporation of America (HCA) is founded.
The first investor-owned hospital company in U.S. history remains the largest in the world.

October 8, 1980: Phil Bredesen launches HealthPlans.
Launched out of the future governor’s living room, HealthPlans grows to be the second-largest for-profit HMO in the country.

October 27, 1982: Surgical Care Associates (SCA) is formed.
SCA is the reason Nashville is credited with the invention of the ambulatory surgery center (ASC) business model.

October 8, 1995: The Nashville Health Care Council holds its first meeting.
At the time, the Nashville health care industry is responsible for $3.7 billion in income and provides 53,000 jobs—numbers that will grow tenfold over the next two decades.

March 1, 1985: Community Health Systems (CHS) opens.
An indicator of what’s to come, leaders from HCA and HAI create a new, competitive company that helps transform Nashville into the health care hub it is today.

October 4, 1995: The Nashville Health Care Council debuts its “Family Tree.”
The diagram, available for download on the Council’s website, maps the origins and ties between hundreds of Nashville’s health care companies.

October 14, 1988: PhyCor is formed.
In the 1990s, when the physicians practice management (PPM) industry expands to 39 public and 125 private companies, PhyCor is the biggest.

Founded by former HCA execs, Psychiatric Solutions will go on to be the largest owner/operator of psychiatric providers in the country.

The diagram, available for download on the Council’s website, maps the origins and ties between hundreds of Nashville’s health care companies.
August 12, 2002: National Renal Alliance (NRA) begins operations.
Within six years, the dialysis provider serves more than 2,200 patients in 45 facilities across 10 states.

April 2010: Chinaco Healthcare Corporation (CHC) breaks ground.
Organized with the government of Cixi, this project marks the first international public-private health care partnership of its kind and signifies the global scope of Nashville health care industry.

January 31, 2013: MissionPoint Health Partners is created.
One of the country’s earliest ACOs, MissionPoint will grow to partner with more than 1,000 area providers.

November 12, 2013: The Nashville Health Care Council launches its Fellows program.
The unique initiative is designed to engage emerging industry leaders to explore new business strategies and meet the challenges facing the U.S. health care system in the years ahead.

December 4, 2014: MedSolutions merges with CareCore National.
The deal unites two of the leading specialty-benefit management companies.

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Nashville may be known as the nation’s capital for country music, but its largest industry is healthcare, contributing $30 billion and 250,000 jobs to the area economy through 400 companies.

Unique to Nashville is its wide and diverse market. The city is home to multiple healthcare industry sectors, including senior living, ambulatory services, behavioral health, technology and hospital management, all of which collaborate and innovate in a manner that establishes Nashville as a global hub for healthcare advancement.

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Why Nashville, Why Healthcare

Growth in Nashville’s healthcare market is happening at astounding rates. Last fall, Kiplinger’s Finance ranked Nashville No. 3 among the “Greatest Cities to Start a Business.” Between 2001 and 2011, more than $950 million in venture capital was invested in healthcare companies. And Nashville’s Venture Capital Report, a joint effort by the Nashville Capital Network and the Nashville Health Care Council, notes that new companies are being founded faster than at any time in the past decade.

Such an entrepreneur-friendly environment has led to several successful startups such as NextGxDx, a genetic testing IT solutions provider that helps hospitals quickly identify, compare and order genetic tests. The company recently announced a partnership with Seattle Children’s Hospital, to help the organization streamline the genetic test ordering process through electronic ordering and comparing testing options.

NextGxDx’s founder Mark Harris said Nashville is conducive to startups because of the camaraderie and support from business leaders in the city.

“The business community is very supportive of entrepreneurs,” Harris said. “When you are just getting a company set up here in town, people are willing to sit down have a meal with you, learn about your business and then connect you with people that might be able to help you.”

Longtime, established companies are also growing through partnerships, acquisitions and innovation.

Brookdale Senior Living recently became the largest senior housing provider in the nation, after a couple decades of large-scale mergers and acquisitions. In 2006 it merged with Nashville-based American Retirement Corporation, and most recently went through a $2.8-billion merger with Emeritus Senior Living. Brookdale now has more than 1,100 communities in 46 states, covering 80% of the U.S. population.

LifePoint Health, founded only in 1999, has also grown into a network of 60 community hospitals, 1,100 physician practices, and dozens of post-acute and outpatient facilities. It recently changed its name from LifePoint Hospitals to LifePoint Health to reflect the company’s evolution from a hospital company to healthcare provider that addresses patients’ needs across the continuum of care. “While our name has changed, our mission—making communities healthier—and our commitment to delivering quality care and achieving standards of excellence in every facet of our operations remains the same,” says Bill Carpenter, LifePoint Health chairman and CEO.

LifePoint’s partnership with Duke University Health System has made waves in the provider industry since being established in 2011. Duke LifePoint Healthcare is a joint venture which now operates 12 hospitals in four states, growing from a regional operation to a national one with the July 2013 acquisition of Marquette General Health in Michigan.

“We are proud of our innovative partnership with Duke University Health System,” Carpenter says. “Where it makes sense, we are aligning with clinical organizations that share our dedication to advance high-quality healthcare and ensure patients in our communities have access to a strong continuum of care.”

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NASHVILLE HEALTH CARE COUNCIL N13
While Nashville is home to more than 400 healthcare companies, the city is increasingly becoming the headquarters for the nation’s behavioral health industry, with Acadia and American Addictions Centers located in the Nashville area.

Surgery center pioneer AmSurg’s acquisition of Sheridan Healthcare is indicative of the vibrant merger and acquisition trend that is taking place. Emdeon, a Nashville revenue-cycle management company, has been on an acquisition spree having acquired so far this year Change Healthcare to extend its reach into consumer engagement, and cost transparency solutions provider Altegra Health.

The Nashville Health Care Council has played a crucial role in the industry’s growth and represents well the unique spirit of the area’s industry, said Rosemary Plorin, president at Lovell Communications, a Nashville public relations firm.

“There seems to be such a willingness to share knowledge, to share best practices,” Plorin said. “Certainly it’s a very healthy competitive environment, but it’s well balanced by a healthy collaboration. That’s what the Health Care Council is all about.”
Fifth Third Bank Congratulates the
Nashville Health Care Council on
20 Years of Leadership and Innovation.

Fifth Third Bank is an active member of the Nashville Health Care Council and is proud to celebrate the history, leadership, innovation and impact that the Council has had on the healthcare industry. To learn more about how we can help your healthcare business, visit us at www.53.com/healthcare
With access to a connected network of business leaders and access to capital, Nashville companies are making health care better throughout the nation—one app, electronic health record and clinical trial at a time.

Less than five years ago, Nashville-based Heritage Group, along with 10 of the nation’s leading healthcare companies, formed the Heritage Healthcare Innovation Fund, a $167 million strategic initiative to
It begins by knowing the landscape.

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build businesses that improve the delivery of healthcare. Combined with Nashville’s professional diversity, the region’s companies have the resources to generate productive, and disruptive, innovation in healthcare.

“What’s unique about Nashville is the healthcare talent pool that we have, particularly within providers and payers,” said Stuart McWhorter, CEO of the Nashville Entrepreneur Center. “The family tree developed by Nashville Health Care Council depicts the level of talent that exists in Nashville.”

**Data**

The ongoing research and development from institutions like Vanderbilt University, Meharry Medical College and Hospital Corporation of America are providing Nashville companies with the data they need to revolutionize healthcare.

For instance, Sarah Cannon Research Institute, which is focused on advancing therapies for patients, is one of the world’s leading clinical research organizations conducting community based clinical trials in oncology, cardiology and orthopedics through affiliations with a network of more than 1,000 physicians across the United States and United Kingdom.

SCRI has led more than 170 ‘first-in-human’ clinical trials since its inception in 1993, and has been a clinical trial leader in approximately 80 percent of approved cancer therapies in the past 10 years. The research operation is an arm of Sarah Cannon, the global cancer enterprise of HCA that offers patients access to world-class cancer services through 75 centers across the United States and United Kingdom.

“A learning healthcare system is one that commits to using the data that is a natural byproduct of the care we provide, to continuously inform and improve all future care,” said Jonathan Perlin, chief medical officer of HCA, the largest for-profit healthcare operator in the world.

With 25 million care episodes taking place at its more than 160 hospitals every year, HCA has more than enough data to mine. HCA is leveraging its large swath of clinical information through an initiative called, “The Partnership for Advancing Clinical Excellence.” The initiative will manage research partnerships between HCA and other institutions such as the Harvard Pilgrim Health Care Institute, Centers for Disease Control and Institute of Medicine.

As an example, HCA partnered with several organizations to discover best practices related to reducing the rate of hospital-acquired infection MRSA. The study found that a certain approach known as universal decolonization reduced MRSA by 37%, as well as all blood stream infections of intensive care unit patients by 44%.
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Experience local flavors from Nashville’s culinary scene, and a performance by actor, musician Chip Esten, of ABC’s Nashville.
“Having a large health system allowed us to advance knowledge quickly, contribute to the literature and science, and improve healthcare,” Perlin said. “That’s really the goal of the initiative.”

**Streamlining**

Companies that sprouted in Nashville a while ago are still innovating as national powerhouses.

TeamHealth, for instance, founded in 1979, is now one of the largest providers of hospital-based clinical outsourcing with 21 regional offices and over 13,000 affiliated healthcare professionals. It was recently named among *Fortune’s* Most Admired Companies. TeamHealth is tapping its reach and breadth to help hospitals and health systems achieve efficiencies in three key areas: integration, alternative payments and telemedicine.

With integration, the company discovered a care coordination pattern between emergency docs, hospitalists and anesthesiologists to expedite patient care. Now, a Medicare patient who arrives with a hip fracture is sent to surgery 12 hours faster than usual, which undoubtedly helps toward reducing mortality.

“Any company that staffs emergency medicine, hospital medicine and anesthesia simultaneously could arguably develop the same processes,” said Miles Snowden, chief medical officer for TeamHealth. “However, we are one of the very few who does all of those lines of work. So while there’s nothing proprietary about the ability to coordinate, the ability to own all of those staffing contracts in the same hospital is fairly unique.”

With alternative payments, TeamHealth’s participation in CMS’s bundled payments program has helped drive innovation toward creating new processes in areas such as patient discharge. For example, following discharged patients to a nursing home just as if they were in the hospital for a period of time, and sending in care coordinators to the home as an extension of hospital physicians.

Looking forward, the organization is partnering with Seattle-based Carena to launch a telemedicine initiative that allows advanced practice clinicians to provide care in communicates where no care would otherwise be available—usually rural or remote, Snowden said. “In the past, location has required us to say ‘no’ to providing access to care in communities where we couldn’t hire a physician. Now we can,” Snowden said.
As we embark on our second decade, these are exciting times for Capella Healthcare and our family of hospitals. Even as we are celebrating our tenth anniversary, we’re ramping up for the next decade.

Capella Healthcare is pleased to announce we are partnering with Medical Properties Trust, Inc. (MPT) (NYSE:MPW). MPT’s long-term investment and commitment will be invaluable in helping us build upon our legacy of service excellence to our existing community hospitals and provide resources for additional communities.

WHAT MAKES CAPELLA DIFFERENT?

Capella Healthcare partners with communities, empowering the people who care most about its hospital. From our Physician Leadership Groups to our strong local Boards of Trustees to our focus on fully engaged employees, we seek ideas, initiative and involvement from patients, providers and publics.

Our decentralized management approach recognizes that all healthcare is local, and that to thrive, hospitals need capital investments and superior leadership resources. Capella Healthcare is committed to keeping our focus on working together, collaborating with our caregivers and communities, and providing the resources that make health care better.

Our Vision? Each hospital in the Capella Healthcare family will be the center point for transforming the quality of life in its community, focusing first on improving the health and well-being of every individual.

Want to explore becoming a part of Capella’s family of hospitals? See and hear for yourself what physicians, community leaders, board members, patients and employees are saying about us. You’ll find video interviews and personal testimonials shared throughout our website — CapellaHealthcare.com. Or call or email Andy Slusser at 615-764-3003, Andy.Slusser@CapellaHealthcare.com.
Future

Finding Solutions to Healthcare’s Greatest Challenges

The next phase in Nashville’s rich legacy of healthcare innovation and creativity is to leverage its intelligence and resources to solve healthcare’s greatest challenges.

That is the impetus behind the Nashville Health Care Council Fellows program.

Co-directed by Former U.S. Senate Majority Leader Bill Frist, M.D., and Larry Van Horn, healthcare management and economics professor at the Owen Graduate School of Management at Vanderbilt University, the Fellows program brings together select industry executives to explore new solutions that meet the challenges facing the U.S. healthcare system in years ahead.

The annual five-month initiative engages leaders to implement better business strategies, create value, drive industry growth and effect change. It leverages the experience of industry experts as well as nationally known figures and leading academic institutions.

Angela Humphreys, Chair of the Healthcare Practice at law firm Bass Berry & Sims, a 2014 Fellow, said the program reflects the commitment of Nashville leaders to foster the development of future leaders. “This is an intensive five-month programming that the Council has developed to provide collaboration among current and future leaders of the healthcare industry in Nashville and beyond.”

2015 Fellow Kris Joshi, executive vice president of products at Emdeon, said the immersive nature of the program is what made the experience valuable and worth the commute from his home base of Boston. “I think given the fact that the program itself has a lot to offer, I definitely think it was worth

continued >
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Join the Modern Healthcare Community and choose your path to success.  
[www.modernhealthcare.com](http://www.modernhealthcare.com)
the travel,” Joshi said. “I think this is one of the unique experiences in healthcare that I would be very happy to recommend to anyone from across the country to participate in.”

Over the course of eight day-long sessions (one per week), Fellows encounter three foundational elements of a nationally unique curriculum: engaging in a forum for thought leadership, experiencing first-hand issues faced by healthcare organizations, and exploring personalized leadership development to prepare candidates for future growth. The objective of the program is to learn new ways to define problems and develop solutions, grow a deeper understanding of the specific challenges facing healthcare, and learn how to implement strategy to effect change in organizations.

An immersion component of the program exposes Fellows to in-the-moment insights and real-world scenarios. Joshi recalls a particularly impactful immersive experience at the Vanderbilt Simulation Center, which places participants in an operating room where a surgery is being simulated. “This allows you to really feel what it’s like to be in that environment; how decisions are made, and how leadership emerges,” Joshi said. “That was an incredibly valuable moment—to expose people that don’t have a clinical healthcare background, like myself, to see how things worked and how things can go wrong inside an operating room.”

Larry Van Horn, co-director of the Fellows program, said the program changes every year in order to remain timely. “We keep it lively, vibrant and topical, and use new and different examples to drive home common themes,” he said. “Any one of the prior Fellows classes could attend this year’s, and it would be all new and all different.”

In May, the NHCC Fellows completed its third annual initiative by graduating 36 Fellows. “In just three short years, we are already seeing the impact this program is making on our nation’s healthcare industry,” said former Sen. Bill Frist, M.D., co-director of the initiative.
There's **POWER** in relationships, **VALUE** in location, **CONFIDENCE** in experience...

And **STRENGTH** in numbers.

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Leadership Health Care Grows 60% in 5 Years

In 2007, Holley West relocated to Nashville for a communications agency position. She quickly realized that, in Nashville, health care is the name of the game. With several healthcare clients on her roster, she began looking for opportunities for education and immersion in the industry.

“I heard about Leadership Health Care and saw that it was an opportunity to be with people who might be looking to broaden their health care expertise as well,” West said.

Today, West has moved up in the healthcare world, and is now executive vice president of communications and operations at Applied Health Analytics, a Nashville-based consulting and software provider for hospitals and health systems.

She is not alone in attributing some of her career success to LHC.

Formed in 2002, Leadership Health Care is an initiative of the Nashville Health Care Council to nurture future leaders with unique educational programs, and mentoring and networking opportunities. With nearly 1,000 members representing over 350 companies, LHC is the premiere organization for emerging industry leaders. Membership is open to all motivated emerging healthcare leaders in Nashville and nationwide.

Since 2010, membership has grown 60%. “The growth that's taken place is phenomenal,” said Jenni Bradley, director of talent development for NHCC. “I think it speaks to the quality of the programming and the quality of professionals participating.”

LHC programming is a combination of executive briefings, networking receptions, fundamentals discussions on key industry topics, industry facility tours and an annual delegation trip to Washington, D.C.

According to LHC Board Chair and Director Benson Sloan, who is also director of business development at MEDHOST, LHC is meeting the area’s needs by offering a diverse programming mix that’s unmatched in Nashville and beyond.

“I don’t know of any other group like LHC in any industry,” Sloan said. “It covers

LHC Programming

Executive Briefings: Offer insights on strategic business decisions, leadership and career development from chief industry leaders.

Fundamentals Series Discussions: Provide a forum to advance members’ knowledge on key industry-related topics.

Delegation to Washington, D.C.: Exposes members to national policymakers, government officials and thought leaders from the public and private sectors.

Facility Tours: Leverage Nashville’s distinct advantage as home to health care’s leading corporate headquarters by providing on-the-ground views of industry and nonprofit services.

Networking Receptions: Bring LHC members together in informal settings designed to encourage relationship-building and camaraderie.
LEADERSHIP continued

all the different niches in healthcare, while opening the doors to top organizations where senior executives give you the rundown on their industry and business.”

Earlier this spring, 100 Leadership Health Care members made the 13th annual trip to Washington, D.C., where they heard from Obama administration officials, legislators, congressional staff, healthcare industry experts and political analysts about Washington’s impact on Nashville’s $70 billion healthcare industry. The delegation to D.C. is an annual highlight for LHC membership.

“When I started attending their annual delegation trip to D.C. was when I really fell in love with Leadership Health Care,” said West, the public relations professional who relocated to Nashville in 2007. “You get to know the staff, you have one-on-one time with other people, you’re away from the office, and you’re in D.C.—where all the policy happens.”

Council programs provide member executives with unparalleled access to national policymakers, industry innovators and thought leaders. Pictured – Former Sen. Bill Frist, M.D.; Elizabeth Holmes, CEO, Theranos; Larry Van Horn, health care management and economics professor at the Owen Graduate School of Management at Vanderbilt University

PROUD CITIZEN of the HEALTH CARE CAPITAL of the WORLD.

Nashville’s rise to the top of the health care industry was driven by new ideas and an entrepreneurial spirit. And we take the same approach to health care education at Belmont. From Nursing, Pharmacy and Physical and Occupational Therapy, to Social Work, Health Law and The Massey Health Care MBA, we seek innovative approaches to stay ahead of the ever-changing curve. For more information, visit BELMONT.EDU.
Rising Stars

Meet three of Nashville’s brightest young leaders in healthcare: An entrepreneur bringing more transparency to the industry; an admired CEO leading a fast-growing fertility operation; and a technology guru who can’t wait for healthcare consumerism to arrive.

Saurabh Sinha
President & CEO, eMids
Nashville, TN
Age: 39

What is unique about the healthcare industry in Nashville?
Nashville has a strong concentration of healthcare providers and healthcare services companies, and has the unique ecosystem to foster innovation, in care quality and care costs.

What traits have helped you succeed?
Focus, perseverance and team-building.

What opportunities are most valuable to you that the Council provides?
The opportunity to hear and interact with industry leaders is the most valuable ongoing activity that I participate in. I recently completed the Fellows program and felt it moved the needle for me in terms of both my personal development and increased awareness of healthcare.

What do you read every day?
Industry, technology and management related publications are of interest to me. A few examples include Harvard Business Review blogs, Modern Healthcare and LinkedIn Pulse.

What is one word that describes your job?
Dot-connector

What is your hope for the future of healthcare?
Three things: 1. That we cure chronic conditions like diabetes, kidney diseases, colitis and Crohns. 2. Healthcare is fast becoming unaffordable to us and our country. I hope in the next few years we start flattening, if not bending, the cost curve. 3. That consumers become the real buyers of healthcare services, and therefore effect on it all characteristics of consumer-driven industries in terms of quality, cost and service.

What legacy do you hope to leave?
My team and I would like to be known as having built a company that helped healthcare entities innovate toward better quality, lower cost and excellent customer service.

Mark Harris
Founder & CEO, NextGxDx
Franklin, TN
Age: 34

How did you get your start in Nashville?
I came to Nashville for Vanderbilt. I had come up with a business idea, and had offers to go either to the East Coast or the West Coast. What kept me here was the fact that mentors showed a lot of interest in what I was doing, and I was offered a slot in a local startup accelerator program.

Why is Nashville a good place to start a career in healthcare?
If you want to be in healthcare, this is where you need to be. There’s just no place better than Nashville to see the entire healthcare picture for advancement and get connected nationwide.

What is unique about the Nashville healthcare industry?
The business community is very supportive of entrepreneurs. People are willing to sit down and have a meal with you, and then connect you to people...
that can help. A newcomer’s ability to work their way through the network and get assistance is very unique in Nashville.

► What traits have helped you succeed?
Being humble and willing to understand what I don’t know, and then being open to learning from that.

► What do you read every day?
Does email count? Aside from that, I scan a number of lab- and genetics-focused industry reports, such as DARK Daily and GenomeWeb. I also read Nashville Business Journal weekly, and Fast Company monthly.

► How are you advancing the industry?
We are bringing transparency to personalized medicine. Personalized medicine itself is transforming the industry, but one of the pieces that has held it back is the non-efficient and nontransparent healthcare market. My company is shedding light on comparing cost and quality for labs, thus allowing personalized medicine to advance more rapidly than it would have without us.

Debbie James
President & CEO, Vivere Health
Franklin, TN
Age: 50

► In your opinion, what is unique about the healthcare industry in Nashville?
Nashville is home to a caliber of leaders and innovators that are heading national programs, leading publicly traded companies, influencing healthcare policy and sparking innovation throughout the industry.

We are proud to be part of the Nashville Health Care Community and to support the Nashville Health Care Council.

IASIS Healthcare.

Member
Nashville Health Care Council

www.healthcarecouncil.com
unlike other major cities I’ve lived, we work together on healthcare challenges. This concentration of thought leaders and entrepreneurs in the same place can create powerful sparks that change our way of thinking. It is an exciting time to be here!

What traits have helped you succeed?
My career was built on a foundation of accountability, responsibility and results. I surround myself with the smartest team members I can find who have the same driving force to be disruptive thinkers and deliver results that others have not been able to achieve.

Who do you turn to for advice?
Almost everything I needed to know to be a successful leader, I learned at ExpressScripts. I still keep in contact with a group of leaders from ESI that I turn to if I need another opinion. I have also developed some incredible relationships since moving to Nashville – healthcare leaders involved in the the Council. In addition, I am a member of the Women Presidents’ Organization, a membership group for women presidents of multimillion-dollar companies.

What opportunities are most valuable to you that the Council provides?
Being able to tap into a brain trust of people who have grown similar businesses. The Council helps us stay abreast of new and emerging business trends, reimbursement forecasts, and policy discussions. Council discussions and events always involve top leaders discussing relevant issues.

What do you read every day?
I try to read the Wall Street Journal highlights every day, along with the daily email from the Nashville Business Journal. But the only thing I read absolutely every day is business email!

What is your hope for the future of healthcare?
My hope is that leaders continue to use disruptive thinking to continually improve the delivery of healthcare with the patient at the center.
“It’s remarkable how much you can gain from membership,” said Todd Robinson, a principal who has spent 34 years at architecture firm Earl Swensson Associates. “I’ve learned a tremendous amount about the challenges that are going on in the industry and applied that to my work as an architect.”

West, too, is quick to point out that the very thing that makes LHC so valuable is the continued generosity of its founders and members.

“Leadership Health Care wouldn’t work if it didn’t have the support of the executives and the CEOs of our healthcare companies,” West said. Executives may participate in the occasional Executive Briefing Series and many also serve on the 30-member board of directors. Board members also chair three different committees consisting of up to eight LHC board members and eight LHC members that are established by application on an annual basis.

“Being involved in LHC is one of the single biggest things that has impacted my career and professional development,” said Angela Humphreys, chair of the healthcare group at law firm Bass Berry & Sims PLC. A member since 2002, Humphreys said the Leadership Health Care program allows her to gain insight from industry leaders and to learn about policy and the drivers behind the healthcare industry generally.

“That is, in my experience, atypical of industry or trade organization.”

Humphreys said perhaps what is most exciting is that members who joined with her in the early days of LHC have gone on to senior leadership positions and others have started their own companies that were birthed as a result of LHC.

“We’re now seeing the benefits to those people who joined LHC 10 or 15 years ago, as they have moved into senior leadership positions within their organizations,” Humphreys said. “We have people who were vice presidents of organizations who are CFOs and CEOs of organizations today.”
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Nashville Health Care Council Member Directory
(as of June 30, 2015)
Continued from previous page:

125 years ago, there was no health care industry in Nashville.

But there was a place that would help build it.

As the story goes, during a late 19th-century cholera outbreak in Nashville, our founder David Lipscomb was one of few willing to go into an area to help the disadvantaged face this disease. More than a century later, the university he founded continues to look for ways to improve health care delivery by...

—establishing the city’s first College of Pharmacy and Health Sciences, deeply involved in cancer research and in creating new educational approaches.

—developing integrative approaches that combine pharmacy education with health care informatics, nutrition and exercise science, and business practices.

—offering a strong undergraduate science program that has an excellent reputation for high acceptance rates to medically-related professional schools.

Here, we’re creating new educational approaches to develop the health care workforce needed to support and lead our city’s health care industry, all presented in a faith-based environment dedicated to serving others. It’s who we are, and who we will continue to be.

cphs.lipscomb.edu
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Nashville Health Care Council Board of Directors
2015-2016

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BlueCross BlueShield of Tennessee

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Deputy Vice Chancellor, Health Affairs and
CEO, Vanderbilt Health System

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Vice President, Architecture, Goodwin Mills Cawood

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Samuel N. Hazen
COO, HCA

TRANSFORM

In healthcare, thinking five steps ahead is good. Actually taking them is better.

Turning strategy into action is how tomorrow's leaders lead. North Highland brings the healthcare expertise to help you transform your digital, clinical, organizational, and financial business needs and meet the future head on.

To learn how our experience managing healthcare transformation will put You First, go to northhighland.com/industry-expertise/healthcare
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