



NASHVILLE
HEALTH CARE COUNCIL

FELLOWS

CLASS OF 2017

SHAPE THE FUTURE OF HEALTH CARE.



As the shifting landscape of health care continues to introduce new and complex challenges to the sector, health care executives recognize the need to think differently about the future. Tomorrow's leaders need a place to come together today, to identify the trends and solutions the future will bring.

Five years ago, the Nashville Health Care Council Fellows initiative was born. This nationally unique program to engage and educate health care leaders has welcomed participants from every sector of the industry. It leverages the experience of the industry's founding experts as well as nationally known figures to help members better implement business strategies, create value, drive industry growth and effect change.

The 2017 class joins a distinguished group of past graduates who are already applying their Fellows experience in the field.

The Nashville Health Care Council Fellows Advisory Committee:

The Honorable William H. Frist, M.D.

Co-director, Council Fellows,
(Council Fellows Advisory Committee Chairman)
Partner, Cressey & Company

Larry Van Horn

Co-director, Council Fellows,
Associate Professor of Economics and Management,
Executive Director of Health Affairs, Vanderbilt
University Owen Graduate School of Management

Laura Beth Brown

Vice President, Vanderbilt Health Services,
President, Vanderbilt Home Care Services

William F. Carpenter III

Chairman and CEO, LifePoint Health

William Gracey

Former President and CEO,
BlueCross BlueShield of Tennessee

JD Hickey

CEO, BlueCross BlueShield of Tennessee

Milton Johnson

President and CEO, HCA

C. Wright Pinson, M.D.

CEO, Vanderbilt Health System

Dee Anna Smith

CEO, Sarah Cannon Research Institute

Wayne T. Smith

Chairman and CEO, Community Health Systems

Donato Tramuto

CEO, Healthways

Partner Organizations



Dear Colleagues,

When the Nashville Health Care Council Fellows launched five years ago, nobody could have predicted just how dramatic or constant the changes in the American health care system would become. We did know then that the need for better collaboration among our nation's health care leaders would only grow, as smart organizations looked to prepare for the array of next-generation challenges.

Out of this need, the Fellows program was born. We are thrilled to be celebrating our fifth anniversary, and we are proud to graduate such an inspiring class of leaders.

Since the program's inception, we have grown into a national leadership initiative, in terms of both our reach and our reputation. This year's class again drew diverse perspectives from executives within leading health care organizations in 14 sectors across the country.

Through participation in this program, class members have been plugged into a one-of-a-kind alumni network of proven influencers, ensuring a lasting impact and continued collaboration opportunities for Fellows graduates. In conference rooms and board meetings across the country, Fellows of yesterday, today and tomorrow are staring down the biggest challenges health care is facing and are working together to address them.

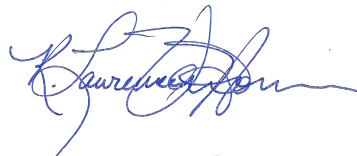
The 2017 Fellows class serves as a beacon for what the future of health care can be – collaborative, innovative and inspired. As our time together closes, we hope this latest round of Fellows graduates leaves with a renewed sense of purpose and a reignited passion for shaping the future of health care.

Sincerely,



William H. Frist, M.D.

Co-director, Council Fellows,
Former Majority Leader, U.S. Senate,
Partner, Cressey & Company



Larry Van Horn, Ph.D.

Co-director, Council Fellows,
Associate Professor of Economics and Management and Executive Director of Health
Affairs, Vanderbilt University Owen Graduate School of Management

Industry Pressures

Ranging from consumerism to value-based delivery systems to policy, this initiative explores the market drivers that are transforming our industry, including:

- » **State and federal policy reform**
- » **Consumerism**
- » **Disruptive innovations in technology**
- » **Dramatic shifts in reimbursement systems**
- » **Population health management**
- » **Crisis management**
- » **Integrated delivery networks**
- » **Applications for data and analytics**
- » **Clinical advancements**

Navigating these demands requires more of today's health care leaders, who must drive change at their organizations in order to stay ahead of the market.

The Fellows initiative provided participants with an opportunity to share the challenges they are facing in this time of change, while learning from the tangible experiences of today's most prominent leaders. The 2017 class explored specific issues they face, including how to:

- » **Position their organizations at the forefront of advancements in technology and innovation**
- » **Develop business strategies for today's disruptive health care environment**
- » **Navigate the impact of health care reform and shifting market dynamics**
- » **Expand individual perspectives by engaging with a cross-section of industry leaders**
- » **Lead through crisis**
- » **Negotiate and collaborate to reach a shared vision**

Such discussions gave participants the insight they need to respond to the challenges of today, while preparing to lead their organizations into the future.

“The best strategy is to be at the table, not on the table. That’s the important role that we must take on - not to sit in our four walls and assume that’s all we can control. We have to make our voice heard and find a way to engage to shape the future of health care.

- Bernard J. Tyson,
Chairman and CEO,
Kaiser Permanente



LEGACY

Few cities can claim a health care legacy as successful and celebrated as Nashville's.

Birthplace to innovative models in health care delivery, finance and technology, the future of Nashville's industry has never been brighter and the opportunities never greater.

“ Leadership does matter in the end.

- Doug Holtz-Eakin

President,
American Action Forum



LEADERSHIP

Being a leader is more challenging than ever before in today's global health care environment.

Unprecedented change means that the future chiefs of the health care industry must embody a new set of skills, including collaboration, partnership and integration, to carry their organizations forward.

The Fellows initiative presents participants with a rare, valuable opportunity to interact closely with the most successful leaders in the industry. The intimate setting provides a forum for candid discussion and real-world problem solving, where visionaries from all sectors of health care can come together to gain inspiration and prepare to meet the challenges ahead.



“Reorient the thought process around change in health care. It’s not about solutions; it’s about constant evolution.

- David Goldhill

President and CEO, Game Show Network and Author of “Catastrophic Care: Why Everything We Think We Know About Health Care Is Wrong”

INNOVATION

For today's health care leaders, staying at the forefront of advancements in technology and innovation has never been more difficult or more important.

Disruptive innovation is transforming health care at unprecedented levels, changing the way health care is consumed, governed and delivered in the United States.

The Fellows initiative helps future leaders embrace innovation and learn how to foster it within their organizations to create value, drive change and build the organizations of tomorrow.

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When we have clear aims and goals, and we work together on a national scale, we can achieve great outcomes.

- Patrick Conway, M.D.

Deputy Administrator for Innovation and Quality and Chief Medical Officer, Centers for Medicare and Medicaid Services



ENTREPRENEURSHIP

NAS
HEALTH
FEDERATION

Partnership

CH

Melissa

Jim
Corum

Entrepreneurship is at the heart of Nashville's unique health care community.

Transformation in the industry and the rise of consumerism means there are more opportunities than ever before for entrepreneurs to pioneer new health care solutions.

Fellows gain access to the information, ideas and – most importantly – personal contacts they need to seize opportunities for innovation. This spirit of collaboration will bolster innovative thinking across industry segments in organizations of all sizes.

Joseph R. Swedish,
Chairman, President and CEO,
Anthem



GROWTH

The health care industry is growing and changing, and the pace of change is only accelerating.

To stay on top of it all, today's leaders must continue honing their leadership skills and growing as professionals.

There are few opportunities for professional growth like the Fellows initiative, and none that match it. With specialized expertise from U.S. Senator Bill Frist, M.D., widely considered the pre-eminent health care expert in the country, and nationally respected health care economist Larry Van Horn, Ph.D., this is a program that is possible only in Nashville – the health care industry capital.



HEALTH INFORMATION TECHNOLOGY

Melissa Hendricks,
Cerner Corporation

Ray Guzman,
Intermedix

Rob Metcalf,
Concert Genetics

Manish H. Shah,
Community Health Systems

HEALTH CARE SERVICES

Shane Reeves,
TwelveStone Health Partners

PALLIATIVE CARE

Diane Seloff,
Aspire Health

POPULATION HEALTH

Julie Cox-Kain,
State of Oklahoma/
Oklahoma Department of Health

Ulya Ahmed Khan,
Tivity Health, Inc.

Kimberly Lamar
Metro Nashville
General Hospital

GOVERNMENT

John G. (Gabe) Roberts,
State of Tennessee

ACADEMIC MEDICINE

Shubhada Jagasia, M.D.,
Vanderbilt University
Medical Center

Jim Corum,
Vanderbilt University
Medical Center

The 2017 Fellows class included 31 diverse health care leaders from across the country. With a highly competitive acceptance rate, these Fellows represent the best of the best throughout the industry.



HOME HEALTH AND HOSPICE CARE

Nick Muscato,
Amedisys

POST-ACUTE CARE

Harrison Frist,
naviHealth

BEHAVIORAL HEALTH

J.R. Greene,
Psychiatric
Medical Care

CONSULTING

**Rebecca Whitehead
Munn,**
InfoWorks

HOSPITAL MANAGEMENT

Tedrick Johnson,
HCA

Matt Hayes,
Quorum Health

Melissa Waddey,
LifePoint Health

Tim Scarvey,
HCA TriStar Health

Aaron Lewis,
RCCH Healthcare
Partners

MANAGED CARE

Amber Cambron,
BlueCross BlueShield
of Tennessee

Ryan Kocher,
Cigna

Ute Strand,
UnitedHealthcare
Community Plan of
Tennessee

Praveen Thadani,
Humana

FINANCIAL SERVICES AND INVESTMENT

Tom Gallucci,
Cain Brothers

Claire Pearson,
Barclays

David Pontius,
MTS Health Investors

PROFESSIONAL SERVICES

Chris Baxley,
Healthgrades

Jay Brown,
Mercer

Colby Paxton,
Arthur J. Gallagher & Co.



“The Fellows experience was profound in two ways – as an opportunity to see the whole of health care and its intertwined complexity, and as an intense, enjoyable setting to get to know peers and visionary leaders across health care.”

- Rob Metcalf,
CEO,
Concert Genetics
2017 Fellow



Darin Gordon,
President and CEO, Gordon & Associates



“To truly drive change in our complex industry, we must bring the best minds from health care together. The Fellows setting and the speakers we hear from inspire dialogue that brings together diverse perspectives committed to advancing health care around the world.”

– Melissa Hendricks,
Vice President, Marketing Strategy,
Cerner Corporation
2017 Fellow

“The Fellows sessions have expanded my knowledge of the industry and how we need to work together to solve real problems.”

– Diane Seloff,
COO,
Aspire Health
2017 Fellow



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I firmly believe that the collaboration we need to create meaningful change is starting with the Fellows initiative, and I am confident that the health care industry will be made stronger and better by this annual experience.

- U.S. Senator Bill Frist, M.D., Co-director, Council Fellows



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Fellows is a rare, highly valuable opportunity for executives to learn and actively exchange ideas with the best and brightest of the nation's health care industry.

- Larry Van Horn, Ph.D., Co-director, Council Fellows

CO-DIRECTORS

WILLIAM H. FRIST, M.D.

*Former Majority Leader, United States Senate
Partner, Cressey & Company*



U.S. Sen. William Frist, M.D., is a nationally acclaimed heart and lung transplant surgeon, former U.S. Senate Majority Leader, and chairman of the Executive Board of the health service private equity firm Cressey & Company. He is actively engaged in the business as well as the medical, humanitarian and philanthropic communities.

He is chairman of Hope Through Healing Hands, which focuses on maternal and child health and global poverty; SCORE, a statewide collaborative education reform organization that has helped propel Tennessee to prominence as a K-12 education reform state; and NashvilleHealth, a bold new initiative that creates a culture of health and well-being by serving as a convener to open dialogue, align resources and build smart, strategic partnerships to forge a dynamic plan to improve the health of all Nashvillians.

Senator Frist serves as an adjunct professor of cardiac surgery at Vanderbilt University and clinical professor of surgery at Meharry Medical College. His current board service includes the Robert Wood Johnson Foundation, Kaiser Family Foundation, Bipartisan Policy Center and Nashville Health Care Council, among others. In the private sector, he serves on the boards of Select Medical, Teladoc, AECOM and others.

R. LAWRENCE VAN HORN, PH.D., MPH, MBA

*Associate Professor of Economics and Management,
Executive Director of Health Affairs,
Vanderbilt University Owen Graduate School of Management*



Larry Van Horn is associate professor of economics and management and executive director of health affairs at Vanderbilt University's Owen Graduate School of Management, where he oversees the Health Care M.B.A. and Master of Management in Health Care programs.

His research has appeared in leading academic journals including The Journal of Health Economics, Journal of Law & Economics, Management Science & Operations Management, New England Journal of Medicine, and Harvard Business Review.

In addition to his academic duties, Professor Van Horn is a regular speaker on health care economics and policy for corporate clients across the country.

“

If you want to innovate, you have to have diversity.

- George Barrett,
CEO, Cardinal Health



FACULTY

Jeff Arnold,
CEO, ShareCare

George Barrett,
CEO, Cardinal Health

Scott Blanchette,
Non Executive Director/
Independent Director,
Healthcare at Home and
Co-founder and Managing
Director, Rear Echelon
Capital

Ed Cantwell,
President and CEO,
Center for Medical
Interoperability

Patrick Conway, M.D.,
Deputy Administrator for
Innovation and Quality
and Chief Medical Officer,
Centers for Medicare and
Medicaid Services

Henry DePhillips,
Chief Medical Officer,
Teladoc

Emily Evans,
Managing Director, Health
Care Policy, Hedgeye

Vic Gatto,
Founder and CEO,
Jumpstart Foundry

David Goldhill,
President and CEO,
Game Show Network and
Author of “Catastrophic
Care: Why Everything We
Think We Know About
Health Care Is Wrong”

Darin Gordon,
President and CEO,
Gordon & Associates, LLC

Doug Holtz-Eakin,
President, American
Action Forum

Anthony Iton, M.D.,
Senior Vice President of
Healthy Communities,
California Endowment
and Lecturer, Health
Policy and Management,
University of California
Berkeley School of Public
Health

Grant Jackson,
Managing General Partner,
Council Capital

Joey Jacobs,
CEO, Acadia Healthcare

Brent James, M.D.,
Chief Quality Officer,
Intermountain Healthcare

Paul Kusserow,
CEO, Amedisys

Paul Ketchel,
CEO, MDSave, Inc.

Art Laffer, Ph.D.,
The Laffer Center

Frank Luntz,
Founder and Chairman,
Luntz Global

Charlie Martin,
Founder, Martin Ventures

Travis Messina,
CEO, Contessa Health

Cara Osborne,
Founder and Chief Clinical
Officer, Baby+Company

Marcus Osborne,
Vice President,
Health and Wellness
Transformation, Walmart

C. Wright Pinson, M.D.,
Deputy CEO,
Vanderbilt University
Medical Center

Aubrey Preston,
Philanthropist and Real
Estate Developer

Jeff Rice, M.D.,
CEO, Healthcare Bluebook

Elisabeth Rosenthal,
Editor-in-Chief, Kaiser
Health Network

Monte Roulier,
Co-Founder,
Community Commons

Weston Smith,
Former CFO,
HealthSouth

Joseph Swedish,
Chairman, President and
CEO, Anthem, Inc.

Russ Thomas,
CEO, Availity

Bernard J. Tyson,
Chairman and CEO,
Kaiser Permanente

Paul Wallace,
Managing Director,
Heritage Group

Caroline Young,
Executive Director,
NashvilleHealth



THE FELLOWS

CHRIS BAXLEY

Senior Vice President, Market Strategies and Client Partnerships, Healthgrades



Chris Baxley serves as senior vice president for Market Strategies and Client Partnerships at Healthgrades, a company headquartered in Denver, Colo., whose mission is to help consumers find the right doctor and the right hospital, for the right care.

Prior to joining Healthgrades, Baxley worked at Nashville-based Healthways, serving as the client relationship lead for the structuring and analysis of a diabetes care management program with the French government as well as leading the team responsible for building the company's value proposition.

After leaving the military in 2005, Baxley pursued his M.B.A. in health care and finance. Following completion of his degree, he served as an investment banker with JPMorgan in New York. He spent the next few years working at both JPMorgan and Cain Brothers, before entering the business side of health care in Nashville.

JAY BROWN

Partner, Office Leader, Mercer



Jay Brown serves as partner and office leader with Mercer, a world leader in the health and benefits marketplace. He is the leader of its practices across Tennessee for all lines of business, including health, investment, retirement and talent.

Brown started his career with Cigna Healthcare as an underwriter and later in large group sales. In 2004, he transitioned to employee benefits consulting with Cowan Benefit Services, one of the largest brokerage consulting firms in Tennessee. He helped the firm grow from 35 employees with \$3 million in revenue to almost 100 employees and over \$9 million in revenue during his 10 years with the company.

Brown holds a bachelor's degree in finance from Middle Tennessee State University.

AMBER CAMBRON

President and CEO, BlueCare Tennessee



Amber Cambron is the president and CEO of BlueCare Tennessee, a wholly owned subsidiary of BlueCross BlueShield of Tennessee (BCBST) that manages care and provides quality health care products, services and information for government programs. In this role, she oversees administration of BlueCare Tennessee's

Medicaid operation. Previously, Cambron was chief operating officer, responsible for overseeing the day-to-day operations for BlueCare.

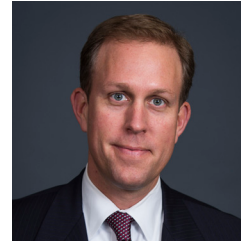
Cambron began her career in the insurance industry in 1986 at Provident Life and Accident, working as a systems analyst. She joined BCBST in 1988 as a claims supervisor in the commercial division. During that time, she was responsible for claims adjudication and customer service operations for group accounts.

In 1993, Cambron left commercial claims and began working on the TennCare implementation team, where she was instrumental in the development of the customer service operation of the TennCare Division. While there, Cambron progressed to senior manager. She was named director in 1999. Working closely with key management at the Bureau of TennCare as well as with the Tennessee Department of Commerce and Insurance, Cambron has been a key contact and assisted on various membership and program transitions.

Cambron is a graduate of the University of Tennessee at Chattanooga, where she earned a bachelor's degree in business administration.

JIM CORUM

Vice President, Business Development, Vanderbilt University Medical Center



Jim Corum is vice president of business development for Vanderbilt University Medical Center (VUMC), where he works with the VUMC affiliate relationships and explores new venture opportunities for the medical center. His responsibilities include extending VUMC to the community and working on innovative,

consumer-oriented health delivery models.

Prior to VUMC, Corum held various roles in health care industry segments, including ambulatory surgery, physician acquisition and integration consulting; patient satisfaction; and managed care, where he served in both development and operational capacities. He has spoken nationally on physician integration and ambulatory surgery and has served on various committees with Leadership Health Care, an initiative of the Nashville Health Care Council.

Corum has a bachelor's degree from Transylvania University in Lexington, Ky., and an MBA degree from the Owen Graduate School of Management at Vanderbilt University.

JULIE COX-KAIN

Deputy Secretary, Health and Human Services, and Senior Deputy Commissioner of the Health Department, State of Oklahoma/Oklahoma Department of Health



Julie Cox-Kain serves as deputy secretary of Health and Human Services (HHS) and senior deputy commissioner of the Health Department for the State of Oklahoma. In her role as deputy secretary of HHS, she serves as a key health policy adviser and public health strategist and serves in a leadership

role in the development and implementation of health reform and collaborative HHS cabinet efforts. As senior deputy commissioner, she provides leadership and oversight to the operations of the Oklahoma State Department of Health (OSDH) and programs focused on strategic health priorities, including wellness and health systems innovation.

She began her career in public health at the OSDH and has served in many positions over the years, including deputy commissioner of Prevention and Preparedness Services, chief operating officer, and senior deputy commissioner. Her extensive experience has provided firsthand insight and a broad spectrum of knowledge and understanding about the daily business of a large and complex government agency.

Cox-Kain received her bachelor's degree in public administration and communication, and a master's degree in public administration from the University of Oklahoma. She is also a graduate of the National Public Health Leadership Institute and the Management Academy for Public Health.

HARRISON FRIST

Senior Vice President and President, Provider Solutions, naviHealth, Inc.



Harrison Frist is senior vice president and president of provider solutions at naviHealth, Inc., a Cardinal Health company focused on more efficiently managing care transitions and episodes of care for health systems and payers. As a founding member of naviHealth, he has held numerous roles within the

organization since its launch in 2012 and its sale to Cardinal Health from Welsh, Carson, Anderson & Stowe in 2015. In his role, Frist manages health system and payer partnerships across the country and has operational and strategic responsibility for naviHealth's software business, consisting of approximately 700 hospital and approximately 9,000 post-acute customers.

Previously, Frist worked in Qingdao, China, for Chinaco Healthcare Corporation (CHC), an international hospital owner and operator based in Nashville. Prior to CHC, he was a founding member of The Carlyle Group's Global Financial Services fund in Washington, D.C., and New York, where he focused on investments in distressed banks and other financial assets. Before joining The Carlyle Group, Frist worked in the financial institutions group of the investment banking division at Goldman, Sachs & Co. in New York.

Beyond naviHealth, he is engaged with the United Way of Metropolitan Nashville and St. George's Enterprise Ministry, an investment vehicle that identifies social enterprises focused on bettering the underserved across Greater Nashville.

Frist received a bachelor's degree in history from Princeton University and an MBA from Harvard Business School.

TOM GALLUCCI

Managing Director, Cain Brothers



Tom Gallucci is managing director at Cain Brothers, a boutique investment banking firm headquartered in New York that focuses exclusively on the health care services industry and its related businesses.

Gallucci joined Cain Brothers in the beginning of 2015 after 20 years as a health care services sell-side equity research analyst at firms primarily including Merrill Lynch (10 years), Bear Stearns and Lazard. As an analyst, he focused on the health care facilities/provider space and health care distribution/the drug channel.

During his time as an analyst, Gallucci was named to the Institutional Investor All-America team six times overall and had the honor of placing in The Wall Street Journal's "Best on the Street" analyst survey.

Gallucci started his career at Ernst & Young in 1993 after graduating from Lehigh University with a bachelor's degree in business and economics as an accounting major.

J.R. GREENE

CEO, Psychiatric Medical Care, LLC



J.R. Greene is CEO of Psychiatric Medical Care, LLC, a behavioral health care company headquartered in Nashville, Tenn. Under Greene's leadership, the company has been transformed into one of the key innovators within the behavioral health inpatient and outpatient markets with operations across the United States.

Prior to joining Psychiatric Medical Care, LLC, in 2009, Greene worked in the consumer packaged goods industry. He's previously worked for such companies as Coca-Cola Company, Procter and Gamble, and Revlon. He has brought his consumer knowledge and business acumen expertise to his current role in health care.

Greene holds a bachelor's degree from Texas Christian University and earned an MBA degree from the University of Tennessee.

RAY GUZMAN

Senior Vice President of Strategy, Intermedix



Ray Guzman is the senior vice president of strategy at Intermedix. Guzman was most recently the chief executive officer at WPC Healthcare in Brentwood, Tenn., which was acquired by Intermedix in April 2017.

Prior to joining WPC, Guzman held a series of positions with increasing responsibility at Microsoft, including technical, sales, business development and corporate development roles. During his nearly nine-year tenure, he was directly responsible for generating more than \$250 million in sales and services. Prior to joining Microsoft, Guzman honed his technical skills at corporations such as Freelian, Venture Technologies and Dialogic Communications.

Guzman, a decorated U.S. Army veteran, serves as the chairman of FLOH Nation and of Entoto Gear and serves on the boards of Ordinary Hero, the Alzheimer's Association (Mid-South Chapter), the Youth Life Learning Center, the Nashville Digital Inclusion Fund and the Tennessee chapter of HIMSS. He is also active with the Nashville Health Care Council and its Leadership Health Care initiative.

MATT HAYES

Senior Vice President of Operations, Quorum Health



Matt Hayes serves as senior vice president of operations for Quorum Health, an operator of general acute care hospitals and health care consulting firm headquartered in Brentwood, Tenn. Prior to this role, he worked as a vice president of operations at Community Health Systems in two different operating divisions.

Before joining CHS, Hayes worked for Health Management Associates (HMA), serving as market CEO of Alabama and the Riverview Regional Medical Center. He was named HMA CEO of the Year in 2008.

Prior to HMA, he served as the director of member services for Galaxy Health Alliance, a 14-hospital alliance based in Chattanooga, Tenn., and he did his administrative residency at Roper Health System in Charleston, S.C.

Hayes received a bachelor's degree in accounting from Auburn University, an MBA degree from the University of Alabama at Birmingham and a master's degree in health administration from the Medical University of South Carolina.

MELISSA HENDRICKS*Vice President, Marketing Strategy, Cerner Corporation*

Melissa Hendricks serves as vice president of marketing strategy for Cerner Corporation, a supplier of health information technology solutions, services, devices and hardware headquartered in Kansas City, Mo. In this role, she focuses on corporate marketing initiatives and the global stewardship of the Cerner

brand. She leads teams responsible for earned and social media, experiential marketing, industry partnerships, digital experience, market intelligence and research, and internal communications.

Prior to joining Cerner in 2005, Hendricks held marketing and sales roles at Cadbury Schweppes, Schering Plough and the Dairy Farmers of America. She holds a bachelor's degree in speech communication and Spanish from the University of Missouri and an M.B.A. from Rockhurst University.

Outside of Cerner, Hendricks serves on the boards for Boys Hope, Girls Hope of Kansas City and St. Paul's Episcopal Day School and is a governor for the American Royal. She is a member of the American College of Healthcare Executives (ACHE), The CMO Club and the American Marketing Association (AMA).

SHUBHADA JAGASIA, M.D.*Vice Chair for Clinical Affairs, Vanderbilt University Medical Center*

Shubhada Jagasia is vice chair for clinical affairs in the Department of Medicine at Vanderbilt University Medical Center (VUMC), the largest academic department at VUMC. In this role, she continues to oversee and run one of an eclectic group of programs managing women with gestational

diabetes, which has received national recognition from the American Diabetes Association.

Previously she served in a number of roles at VUMC, including medical director in the Eskind Diabetes Clinic and associate director for clinical affairs in the Division of Diabetes, Endocrinology and Metabolism. After completing a fellowship with the Diabetes, Metabolism and Endocrinology Fellowship program at Vanderbilt in 2001, she was asked to join the faculty. She was the first female attending physician to be hired within this division.

Jagasia graduated from the Seth G.S. Medical College in Mumbai, India. She and her husband immigrated to the United States from India in 1993. She has a master's degree in management in health care from the Owen Graduate School of Management in Vanderbilt University.

TEDRICK JOHNSON

Group Vice President, HCA Physician Services Group



Tedrick (Ted) Johnson is group vice president for Hospital Corporation of America (HCA) Physician Services Group (PSG), with oversight of approximately 1,400 providers and 4,400 staff in practices throughout 12 states. Johnson began his career with HCA PSG in 2008, serving as vice president of operations

for the former Richmond Division. He went on to assume the role of vice president of operations for the Capital Division, expanding his responsibilities to the remainder of the Division's 530-plus providers throughout Virginia, New Hampshire, Kentucky and Indiana.

Prior to joining HCA PSG, Johnson spent 10 years in the ambulatory surgery sector. He initially founded and led a surgery center development and management enterprise in the Indianapolis, Ind., market and later joined a leading surgery center development company with holdings in the United States and United Kingdom.

Johnson has a bachelor's degree in business administration from Virginia Commonwealth University and a master's degree in health administration from Indiana University. In addition to numerous other public service activities, he serves on the board of directors for the HCA Hope Fund and recently established the Brentwood Firewood Ministry, providing firewood and other support, advocacy and ministry to Nashville's homeless community and others in need.

ULYA KHAN

Chief Operating and Product Officer, Tivity Health, Inc.



Ulya Khan serves as chief operating and product officer with Tivity Health, Inc. (formerly Healthways Inc.), which focuses on fitness and health improvement programs for the senior population.

Prior to joining Tivity Health in 2016, Khan was the COO at Aptus Health and held various leadership positions at Thomson Reuters and Wemanage Services. She was instrumental in building and exponentially growing several businesses at Thomson Reuters, adding over \$500 million in revenues.

Khan holds a bachelor's degree in computer sciences and a master's degree in management sciences from Imperial College, London. In addition, she has completed various executive programs from Harvard Business School, including Business Strategy and Managing Health Care Delivery.

RYAN KOCHER*Chief Operating Officer – Midsouth, Cigna*

Ryan Kocher serves as vice president of sales and account management for central and east Tennessee and Kentucky for Cigna. He leads a team responsible for all aspects of existing customer relationships and new business acquisition.

Kocher joined Cigna in 2003 as a financial underwriter in the Chattanooga, Tenn., underwriting group. In 2005, he transitioned into an account executive position where his primary role was working with complex municipal accounts. From there, Kocher worked as a senior new business manager, leading all new business acquisition activities on central and east Tennessee and Kentucky. Prior to joining Cigna, Kocher graduated summa cum laude from the University of Richmond in Virginia with a bachelor's degree in business administration.

Outside his current responsibilities with Cigna, Kocher focuses his time on a variety of interests, including the formation of multiple angel investing partnerships, advising and coaching early-stage startup companies, and serving as a board member of Mission Year.

KIMBERLY LAMAR*Chief Population Health and Quality Officer, Metro Nashville General Hospital*

Kimberly Lamar serves as chief population health and quality officer at Metro Nashville General Hospital at Meharry. There, she works to promote solutions across an integrated delivery system to advance care coordination, access to care and improvements in the quality of care delivered to all patients.

Prior to joining Nashville General Hospital, Lamar was the faith and health director for the Congregational Health Network (CHN) at Methodist Le Bonheur Healthcare (MLH) in Memphis. As a member of the MLH Performance Improvement Team, she worked to identify improvement opportunities for program implementation, and to implement processes to achieve those improvements. Throughout her career, she has also held positions with the U.S. Department of Agriculture, the University of Tennessee Health Science Center and LeMoyne-Owen College.

Lamar earned a bachelor's degree in psychology from Tulane University, master's degrees in both public health and environmental health from East Tennessee State University, and a doctoral degree in microbiology from the University of Tennessee, Knoxville.

AARON LEWIS

Senior Vice President, Strategic Growth, RCCH HealthCare Partners



Aaron Lewis serves as senior vice president of strategic growth for RCCH HealthCare Partners, which operates 16 regional health systems in 12 states throughout the United States. In this role, he's helping to shape the focus of RCCH Healthcare Partners and lead initiatives focused on organic growth. Specifically, Lewis has responsibility for the physician practice enterprise and leading all in-market acquisition and development opportunities including joint ventures and partnerships.

Previously, Lewis was with Vanguard Health Systems, where he focused on development in both the hospital and ambulatory sectors. In addition, he graduated from the Vanguard Leadership Academy, which was an internal leadership program.

Lewis started his career in New York working for Merrill Lynch in the global health care investment banking group, where among other projects he was the lead analyst on Pfizer's \$68 billion acquisition of Wyeth.

He received a bachelor's degree in business administration from Carnegie Mellon University, where he was honored during his senior year as one of 17 finalists for the Draddy Award, given to the top scholar-athlete in college football.

ROB METCALF

CEO, Concert Genetics



Rob Metcalf serves as CEO of Concert Genetics, a health care technology company dedicated to making genetic testing more transparent and efficient for stakeholders across the health care system.

From 2009 to 2016, he served as president, COO and a member of the board of directors at Digital Reasoning. During his tenure, Digital Reasoning grew from a single-customer, professional-services business to a global leader in cognitive computing.

Prior to Digital Reasoning, Metcalf built software and data businesses for LexisNexis in Mexico City, Toronto and Raleigh. As vice president of operations, he oversaw numerous investments at the forefront of the company's software solution strategy.

Prior to LexisNexis, Metcalf worked as a strategy consultant with the Parthenon Group in Boston and San Francisco. He also worked in Mexico City for Endpoverty.org, a microfinance organization that he continues to support as a board member.

Metcalf received a bachelor's degree in history from Princeton and an MBA degree from Harvard.

REBECCA WHITEHEAD MUNN

VP and Managing Director, Healthcare Services, InfoWorks, Inc.



Rebecca Whitehead Munn serves as vice president and managing director for health care services at InfoWorks, Inc., a Nashville-based end-to-end solution provider that works with clients to provide business and technology consulting services. In this role, Munn has built on InfoWorks' solid foundation

by developing and executing the health care services direction of the company, overseeing the firm's health care business development efforts, assuring health care client delivery quality, and delivering results for the health care services business.

Munn has held leadership positions with several global services and technology companies, including North Highland Company, Healthways and Cisco Systems. She has over 24 years of experience in the health care industry, across several health care disciplines, including provider, payer, and health and wellness.

Munn serves on the 2016-2017 board of the TN HIMSS Chapter and on The Salvation Army's advisory board. She also serves on the executive board of directors for Hands On Nashville and has recently been named board chair-elect.

NICHOLAS MUSCATO

Chief of Staff, Amedisys



Nick Muscato is the chief of staff for Amedisys, where he is responsible for mergers and acquisitions (M&A) investor relations, creation and implementation of corporate and business unit strategies, and other special projects at the request of the CEO.

Prior to joining Amedisys, Muscato spent eight years as a member of Humana's strategy and corporate development team. During his time at Humana, he closed 17 transactions valued at approximately \$2.5 billion and spanning multiple sectors. Along with his M&A experience, Muscato was the lead investment partner for Humana's venture investing arm, as well as overseeing Humana's "Humana at Home" acquisition platform. He also helped develop both the Humana corporate and M&A strategy.

Muscato received a bachelor's degree in finance and operations and a master's degree in strategic finance from Indiana University. He also received an MBA degree from the University of Louisville.

COLBY PAXTON

Area President, Arthur J. Gallagher & Co.



Colby Paxton serves as area president for Arthur J. Gallagher & Co., a U.S.-based global insurance brokerage and risk management services firm.

The majority of his career has been spent with payers/insurance carriers handling employee benefit sales distribution within Tennessee, with both Cigna and now in his current role. Additionally, Paxton built, led and eventually sold a health care startup called Blue Sky MD, which over a five-year period helped improve the health of thousands of patients through in-depth clinical programming and accountability.

Paxton received a bachelor's degree in finance from Auburn University.

CLAIRE PEARSON

Director, Barclays



Claire Pearson is a director in the global health care investment banking group at Barclays, a trans-Atlantic consumer, corporate and investment bank.

She provides financial and strategic advisory services, such as mergers and acquisitions advisory, capital raising, and strategic risk management to corporate clients. Pearson covers health care services clients across the United States including hospitals, ambulatory facilities, physician services and HCIT.

Pearson has a bachelor's degree in economics and a certificate in finance from Princeton University, and she earned an MBA from the Fuqua School of Business at Duke University, with concentrations in health sector management and corporate finance. Prior to business school, Pearson was a consultant at Trinity Partners, a life sciences strategic consulting firm.

DAVID PONTIUS

Principal, MTS Health Investors



David Pontius currently serves as a principal with MTS Health Investors, a private equity firm specializing in the health care industry. In this role, he has responsibilities including deal execution, relationship development and portfolio management. As a member of the company's investment

committee, he participates in the evaluation of all investment opportunities.

Pontius began his career in New York in the health care investment banking division of CIBC World Markets (subsequently acquired by Oppenheimer & Co.). Attracted by the prospect of working more closely with companies and management teams, he joined MTS Health Investors in 2008 to pursue a career in health care private equity.

Pontius received a bachelor's degree from the University of North Carolina at Chapel Hill's Kenan-Flagler Business School.

SHANE REEVES

CEO, TwelveStone Health Partners



Shane Reeves is a seventh-generation Tennessean and a fourth-generation independent pharmacist. After earning an undergraduate degree from Middle Tennessee State University and a Doctor of Pharmacy degree from the University of Tennessee, Reeves went on to buy into the family pharmaceutical

business named Reeves-Sain in 1994. Shane and his partner, Rick Sain, built this small pharmacy health care business into a multimillion-dollar enterprise reaching across the state of Tennessee over the next 22 years before selling their retail and specialty pharmacy, Entrust, in 2015.

In February 2016, Reeves launched a new pharmaceutical company called TwelveStone Health Partners with a heavy focus on solving problems in the post-acute care marketplace.

In 2003, Reeves was recognized as Tennessee's Young Pharmacist of the Year and as Rutherford County's Business Person of the Year in 2012. In addition to Reeves' professional endeavors, he is highly active in his community, serving as past chairman for the Rutherford County Chamber of Commerce, past president of Leadership Rutherford, past board member for Leadership Middle Tennessee and past chairman for Tennessee's National Federation of Independent Business (NFIB) leadership council.

JOHN G. (GABE) ROBERTS

Deputy Director and Chief Operating Officer, Division of Health Care Finance and Administration (State of Tennessee)



Gabe Roberts is the deputy director and COO of the Tennessee Division of Health Care Finance and Administration (HCFA), which is responsible for the day-to-day operations of a number of health-related programs, the largest of which is the Tennessee Medicaid (TennCare) program. Before taking on his current role, he

served as HCFA's general counsel.

Prior to joining HCFA, Roberts practiced law at the Nashville law firm Sherrard & Roe, where his focus was corporate and business law with an emphasis in private equity investment transactions and stock and asset purchase transactions. He also previously worked for Ernst & Young, where he served as an auditor in the logistics, express package delivery and retail sectors.

In 2012, Tennessee Gov. Bill Haslam appointed Roberts to the state's 11-member Board of Accountancy. In addition to this regulatory board service, Roberts serves on the board of Second Harvest Food Bank of Middle Tennessee, is a past member of the board for the Phoenix Club of Nashville and is a past board member of the Tennessee Repertory Theatre.

Roberts received a bachelor's degree in accounting from the University of Mississippi and maintains an active CPA license. He is a graduate of Vanderbilt University Law School, where he was a member of The Vanderbilt Law Review and graduated with a certificate from the University's Law and Business Program.

TIM SCARVEY

Senior Vice President, Strategy and Development, HCA TriStar Health



Tim Scarvey serves as senior vice president for strategy and development at HCA TriStar Health, the region's largest, most comprehensive health care provider, with hospitals in middle Tennessee and Bowling Green, Ky. He has worked in various management roles in the health care delivery and

managed care industry for more than 20 years, with focus on business administration, strategic alliances, physician joint ventures, network development and regulatory affairs.

Scarvey is board-certified in health care management and is a fellow of the American College of Healthcare Executives. He is the chairman-elect of the board of directors for United Way of Williamson County (Tennessee) and a member of the board of directors for AccessTN, Tennessee's nonprofit, high-risk health insurance pool.

He has a bachelor's degree in management from Trevecca Nazarene University and a master's degree in health administration from the University of St. Francis.

DIANE SELOFF

Chief Transformation Officer, Aspire Health



Diane Seloff serves as chief transformation officer for Aspire Health, a company that specializes in providing an extra layer of support to patients facing a serious illness. In this role, she is creating a new business division to support cross-functional initiatives to optimize expansion and scale the organization.

Prior to joining Aspire Health, Seloff was an operations and strategic planning leader at Vanderbilt University Medical Center. As senior director of corporate health and network development, she was a key member of the 2012 launch of Vanderbilt Health Affiliated Network, a venture composed of 1,500-plus Vanderbilt and affiliated physicians and five hospitals.

Seloff began her career as a management consultant, first at Arthur Andersen & Company and later at KPMG Peat Marwick. During her 13 years in consulting, she focused on IT and operations projects for Fortune 500 clients, such as BP America and Pepsi.

Seloff holds a bachelor's degree in industrial and operations engineering from the University of Michigan and an MBA degree in finance and management of organizations from Columbia University.

MANISH SHAH

Senior Vice President and Chief Information Officer, Community Health Systems



Manish Shah is responsible for information systems and advanced technology to support the company's clinical, financial and administrative operations. He joined the organization in 2013 as deputy CIO. From 2011 to 2013, he was senior vice president at Aurora Health Care, a large health care system in

Wisconsin, where he oversaw technology design, implementation and operations. Prior roles include information technology leadership positions at SymphonyIRI and Caremark Rx.

Shah was named one of Computerworld's Premier 100 IT Leaders in 2010. He holds an M.B.A. from the Illinois Institute of Technology and a master's degree in information technology from Roosevelt University, both located in Illinois.

UTE STRAND

Chief Operating Officer, UnitedHealthcare Community Plan of Tennessee



Ute Strand serves as COO of UnitedHealthcare Community Plan (UHCCP) of Tennessee, which is contracted with the state to provide TennCare benefits to approximately 600,000 beneficiaries across the state. In this role, Strand ensures the organization's strategies, goals and

objectives meet the state's expectations and are known and understood throughout the organization.

Strand has 30 years of experience in the health insurance industry, including commercial, Medicare and Medicaid products. Previously, she has worked for Anthem, Inc., Amerigroup, Inc., Cigna HealthCare and PHP Companies, Inc.

Strand received a bachelor's degree in transportation from Indiana University.

PRAVEEN THADANI

VP, Innovation and Partnerships, Humana



Praveen Thadani serves as vice president of innovation and partnerships for Humana's retail segment. Prior to his latest role at Humana, he was national head of market development and market president of commercial group operations for Humana in Illinois.

Previously, Thadani served in leadership roles at UnitedHealth Group and as a consultant with both Tiber Group (now Navigant Consulting) and MMI Companies. He also served in a public administration role at the Illinois Area Health Education Centers Program.

Thadani holds a master's degree in health services management from Rush University (Chicago) and a master's degree in public health from the University of Illinois at Chicago.

MELISSA WADDEY*President of Ambulatory and Operations Services, LifePoint Health*

Melissa Waddey serves as president of ambulatory and operations services for LifePoint Health, a leading hospital company headquartered in Brentwood, Tenn. In her newly created role, she is responsible for oversight of the company's physician services initiatives

as well as several departments focused on operations and integration of new hospitals.

Since joining LifePoint in 2010, Waddey has served in a number of capacities, including as chief of staff to the chairman and CEO and as vice president for the strategic resource group. Prior to these roles, she spent 11 years at Hospital Corporation of America (HCA) serving in a variety of hospital operational leadership positions.

Waddey is a former board chair of the Nashville Health Care Council's Leadership Health Care initiative, and the founder and a former board member of the American College of Healthcare Executives' Middle Tennessee chapter. She is on the executive leadership team for the American Heart Association's Go Red for Women campaign and serves on the board of directors for Woodmont Christian Church.

Waddey holds a bachelor's degree in finance from the University of Tennessee and a master's degree in health care administration from the University of St. Francis.

ALUMNI

Fellows has an enduring impact on all graduates, and the alumni program ensures that members continue the momentum of innovation and collaboration long after their graduation. The 2017 Fellows class joins a distinguished group of alumni already applying their Fellows experience in the field.

The Fellows creates an influential, active network that spans the Nashville health care community and beyond, through different sectors of the industry and all types of organizations. Besides ongoing discussions and information sharing, throughout the year, Fellows graduates take advantage of roundtable discussions with nationally known health care visionaries, high-level networking opportunities, international delegations and much, much more.





Marcus Osborne,
Vice President, Health and Wellness Transformation,
Walmart

It's All About The [Health]
Customer

Save
money.
Live
better.

Nashville Health Care Council Fellows
March 17, 2017



It's All About The [Health]
Customer

Health Care Council Fellows

Walmart
Save money. Live better.

Save
money.
Live
better.

FELLOWS ALUMNI

Colby
Paxton
Arthur

Oran Aaronson, M.D.

Associate Professor of
Neurological Surgery,
Medical Director, Vanderbilt
Spine Center,
Vanderbilt University Medical
Center

Greg Allen

President,
Cigna MidSouth

Gregg P. Allen, M.D.

Executive Vice President and Chief
Medical Officer,
eviCore Healthcare (formerly
MedSolutions)

Merrick Axel

Partner,
Cressey & Company

Bo Bartholomew

Chief Revenue Officer,
Shearwater Health

William Baucom, M.D.

Partner,
Heritage Medical Associates

Tim Bewley

Senior Vice President,
Pinnacle Financial Partners

Elizabeth Bierbower

President, Employer Group
Segment,
Humana

Marty Bonick

President, Division 1 Operations,
Community Health Systems

Hamilton Bowman

COO,
EnableComp

Barbara Brennan

COO and Chief Nursing Officer,
Alive Hospice

Bill Brown

CEO,
Entrada

Laura Beth Brown

Vice President,
Vanderbilt Health Services

Denise Burke

Partner,
Waller

Charles W. Byrge II

President and CEO,
Harpeth Capital

David Caluori

Principal,
General Atlantic LLC

Molly Cate

Partner,
Jarrard Phillips Cate & Hancock

Chip Chambers, M.D.

Senior Medical Director,
Cigna-HealthSpring

Sam Chang, M.D.

Professor of Urologic Surgery,
Vanderbilt University Medical
Center

Chris Cigarran

President,
Imagine Health

Phil Clark

Chief Financial Officer,
EnableComp

Will Clark

Senior Vice President, Marketing
and Strategy,
Brookdale Senior Living

Phillip Clendenin

President, Ambulatory Services,
AMSURG

Mike Coggin

Chief Financial Officer,
LifePoint Health

Nick Coussoule

Senior Vice President/Chief
Information Officer,
BlueCross BlueShield of Tennessee

Mike Cuffe

President, Physician Services
Group, HCA

Michael Dal Bello

Partner,
Pritzker Group

Rebecca Dexter

Vice President, Market
Performance and Account
Manager,
Healthways

John Doulis

Chief Information Officer,
Medcare Investment Funds

Lisa Doyle

Vice President of Human
Resources,
HCA

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Behavioral Health Medical
Director, Amerigroup Tennessee

John Dreyzehner, M.D.

Commissioner,
State of Tennessee Department
of Health

David Duckworth

Chief Financial Officer,
Acadia Healthcare

Mike Duffy

President, Hospital Solutions
and Global Supply Chain,
Cardinal Health

Mitch Edgeworth

CEO, Adult Hospital and Clinics,
Vanderbilt University Medical
Center

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COO,
QualDerm

Adam Feinstein

Co-founder, Managing Partner,
Vesey Street Capital Partners,
LLC

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President,
National HealthCare Corporation

David Frederiksen

CEO,
PatientFocus

Joel Galanter

Chief Legal Officer, General
Counsel,
Aegis Sciences Corporation

Robert Gallagher

Division Vice President,
DaVita HealthCare Partners

Aaron Gani

Chief Technology Officer,
Humana

Vic Gatto

CEO,
Jumpstart Foundry

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Executive Vice President and
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President and CEO,
Gordon & Associates

Meaghen Greene

Vice President, Strategy and
Payor Relations,
Lincare Holdings, Inc.

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Vice President – Mergers and
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Founder and Chief Innovation
Officer,
Concert Genetics

Robert L. Harris

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Waller

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YourCareEverywhere,
MEDHOST

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CEO and Founder,
Virsys12

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Shareholder,
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Innovation and Strategy C&S,
UnitedHealth Group

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and Research and
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Neil Kunkel

Chief Legal Officer,
CleanSlate

James Lakes

Director of Business Strategy
and Operations, U.S. Health and
Life Sciences Group,
Microsoft Corporation

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President and CEO,
American Pathology Partners

Julie Lampley

Attorney,
Butler|Snow

Fletcher Lance

Managing Director,
Global Healthcare Leader,
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Community Health Systems

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Deputy Commissioner of
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Administration and Director,
TennCare

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Vice President East Region,
Humana

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Vice President Sales and
Account Management,
BlueCross BlueShield of
Tennessee

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CEO,
TriStar Summit Medical Center

Ricardo Martinez, M.D.

Chief Medical Officer,
Adeptus Health

David Massaro

Deputy Chief Medical Officer,
Department of Veterans Affairs,
Tennessee Valley
Healthcare System

John McClellan

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Division 4,
Community Health Systems

Osei Mevs

Chief of Staff,
LifePoint Health

Kenneth Misch

Chief Financial Officer,
MEDHOST

Michele Molden

Senior Vice President and
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Shawn Morris

Chief Operating Officer,
Cigna-HealthSpring

Will Morrow

Senior Vice President – Finance
and Treasurer,
HCA

Frank Moser**Anna-Gene O'Neal**

President and CEO,
Alive Hospice

Miriam Paramore

Senior Advisor,
NueCura Partners

Jim Parrott

Partner,
EY

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Chief Medical Informatics Officer,
Vanderbilt University Medical Center

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Metro Public Health Department

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Market President Arizona and Chief Managed Care Officer,
IASIS Healthcare

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Vice President of Network Innovation,
BlueCross BlueShield of Tennessee

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President and CEO,
Lovell Communications

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CFO Radiology, Cardiology and MSK,
eviCore Healthcare
(formerly MedSolutions)

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Vice President, Clinical Development and Regulatory Affairs,
Altor BioScience Corp.

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Matthew Russell

Chief Technology Officer,
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Chief Financial Officer and Executive Vice President,
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Fifth Third Bank

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Saurabh Sinha

Founder and CEO,
emids

T. Andrew Smith

CEO,
Brookdale Senior Living

Lloyd Smith

Principal, Health Advisory, SE,
Ernst & Young

Paul Smith

President – Division VI Operations,
Community Health Systems

Tammy Stephens

Senior Vice President Operations Finance,
Healthways

Bryanie Swilley

Eastern Division President,
IASIS Healthcare

Cathy Taylor

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Belmont University

Chris Taylor

Mark Thompson

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Mercer

Martha Thorne

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Population Health Business Unit,
Allscripts

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Sheppard Pratt Health System

Brent Turner

President,
Acadia Healthcare

Mike Uchrin

CEO
Health Choice (IASIS
Healthcare)

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Senior Vice President, Investor
Relations,
Jumpstart Foundry

Mark Wainner

Vice President, Corporate
Services,
AMSURG

Paul Wallace

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Heritage Group

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Michael Wiechart

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Erin Wilkins

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Press Ganey Associates

Herman Williams, M.D.

Chief Clinical Officer,
RCCH HealthCare Partners

Morgan Wills, M.D.

President and CEO,
Siloam Health

Dakasha Winton

Chief Government Relations
Officer,
BlueCross BlueShield of
Tennessee

Chris Wyatt

Senior Vice President and
Controller,
HCA

**“As a Fellow, I
engaged in frank,
constructive
conversations
with the nation’s
brightest health
care leaders.”**

– Neal Patel, M.D.,

Chief Medical Informatics Officer,
Vanderbilt University Medical Center,
Fellows Alumnus

The 2018 Class

The 2018 Fellows will bring together the next class of senior executives with a proven track record in health care, and with demonstrated potential to drive the industry forward tomorrow. As with previous classes, we seek a diverse set of members whose ideas, thoughts and experiences represent a broad cross section of the industry.

Recruitment for the 2018 Fellows opens September 2017, and the class will be announced in December. All applicants will be asked to:

- » Submit a full application, including a statement of interest.
- » Commit to all sessions without exception in addition to coursework outside of class.
- » Make a financial commitment to cover course tuition.
- » Be employed at a Nashville Health Care Council member organization, a government agency, or be a practicing clinician.
- » Submit two letters of reference from leaders who can speak to the applicant's leadership potential, track record in accomplishment and commitment to the health care industry. At least one should be the CEO of the applicant's organization.

To apply, visit **healthcarecouncilfellows.com**. You may also send an email from that site to an applicant who you believe should be considered for the 2018 class. Applications will be reviewed and approved by the Council Fellows Advisory Committee.

Contact: June Patterson, Fellows Director | 615-743-3142 | jpatterson@healthcarecouncil.com

About the Nashville Health Care Council

The Nashville Health Care Council's purpose is to inspire global collaboration to improve health care by serving as a catalyst for leadership and innovation.

Supported by nearly 300 corporate members, including local and national health care companies, the Council serves as a trusted source for information on trends that influence the health care industry. The organization provides members with one-of-a-kind networking opportunities and access to Nashville's elite health care business community.

Worldwide, Nashville's health care industry generates more than 500,000 jobs and \$78 billion in annual revenue. The industry is Nashville's largest and fastest-growing employer. For more information on the Council, please visit healthcarecouncil.com.

NASHVILLE
HEALTH CARE
COUNCIL



Music and health care converge in the creative hotbed that is Nashville. The Fellows spent an afternoon at the legendary Studio A with award-winning musicians to discuss the songwriting and creative process and how it should be applied to health care innovation.



“The Fellows program is necessary in this changing health care landscape. It truly breaks down the silos among us. The experience helped me to see how my hospital company fits into the larger health care picture, particularly in regards to trends like consumerism.”

– Will Morrow,

Senior Vice President – Finance and
Treasurer,
HCA
Fellows Alumnus



“Through Fellows, my horizons have been expanded; the passion for improvement in health care is real.”

– Anna-Gene O’Neal,
President and CEO,
Alive Hospice
Fellows Alumna





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