



CHALLENGES MET. SOLUTIONS EXPLORED. COLLABORATION EXPANDED.



NASHVILLE
HEALTH CARE COUNCIL
FELLOWS

In 2013, leaders of Nashville’s dynamic health care community recognized the need to think differently about the future of the industry.

At a time of unprecedented change and transformation, Nashville needed a purposeful plan to ensure the city continues to lead the nation in health care delivery services and entrepreneurship.

The outcome is the **Nashville Health Care Council Fellows**—an annual initiative to engage, educate and foster leadership among those who will carry the industry forward.

This is the story of its inaugural class and lasting impact.

The Nashville Health Care Council Fellows Advisory Committee:

William H. Frist, M.D.

(Council Fellows Advisory Committee Chairman)

Former Majority Leader, U.S. Senate

Partner, Cressey & Company

Richard M. Bracken

Chairman & CEO, HCA

William F. Carpenter III

Chairman & CEO, LifePoint Hospitals

Thomas G. Cigarran

Chairman Emeritus, Healthways

Chairman & Governor, Nashville Predators

William Gracey

President & CEO, BlueCross BlueShield of Tennessee

Harry R. Jacobson, M.D.

Chairman, MedCare Investment Funds &

Vice Chancellor, Health Affairs Emeritus, Vanderbilt University

Medical Center

Jim Lackey

CEO, Complete Holdings Group

Ben R. Leedle, Jr.

President & CEO, Healthways

Wayne J. Riley, M.D., MBA, MPH, MACP

Former President, Meharry Medical College

Wayne T. Smith

Chairman, President & CEO, Community Health Systems

Thank You Partner Organizations:



Dear Industry Colleagues:

At the core of Nashville's vibrant health care community and historic legacy are three key hallmarks: innovation, growth and entrepreneurship. Over the past 50 years, our city's health care leaders have built a \$70 billion industry on these principles.

At the same time, our country's health care system faces unprecedented challenges at every level. Not since the creation of Medicare and Medicaid in the 1960s has there been such a time of change and transformation.

As this transformation unfolds, the Nashville Health Care Council Fellows initiative is well-positioned to equip a new cohort of class participants each year for this quickly-evolving future, so that they carry the city's legacy forward. It is a rare, highly-valuable opportunity to learn, examine and actively exchange ideas with the best and brightest of the health care industry.

The 2013 Fellows engaged in a nationally-unique discussion about the future of our industry. That conversation brought together the nation's top minds from leadership study, health care policy, business, academia and clinical medicine to think collaboratively and strategically about the future of health promotion and care – both in Nashville and across the country.

As we think about the future of our health care legacy, it's with great excitement that we share the benefits of the Fellows inaugural class. It has been fascinating to watch the discussions unfold and a vision for solutions emerge.

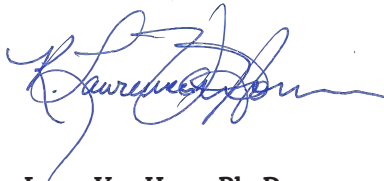
The work of the Fellows is only beginning. We are confident Nashville will be stronger – and better – from this annual experience. Its impact will be felt in the boardrooms and C-Suites of health care organizations throughout the nation. And, as a result, we will create a better care experience for patients.

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 & Executive Director of Health Affairs,
Vanderbilt University Owen Graduate School of Business

What's At Stake

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

- » **State and federal-level health care policy reform**
- » **Fiscal challenges**
- » **Fundamental shifts in reimbursement systems**
- » **Disruptive innovation in technology**
- » **Clinical advancements in genomics and personalized medicine**
- » **Consumerism**
- » **Integrated delivery networks**
- » **Population health management**
- » **Health care analytics**
- » **Care delivery and financial modeling**

Behind these market drivers are those at the helm of industry and politics – including members of the Fellows class, all of whom are tasked with driving transformative efforts in their respective organizations and improving provisions of care.



“Most of us are accustomed to looking at the industry through our own lenses — provider to provider; payor to payor; tech to tech. This class gave us an opportunity to broaden that perspective. The Fellows provides opportunity to hear from world-class thought leaders and stimulate ideas around innovation and new approaches for the delivery of care that will be highly beneficial for anyone going through this exercise.”

Bill Rutherford – COO, Clinical & Physician Services Group, HCA

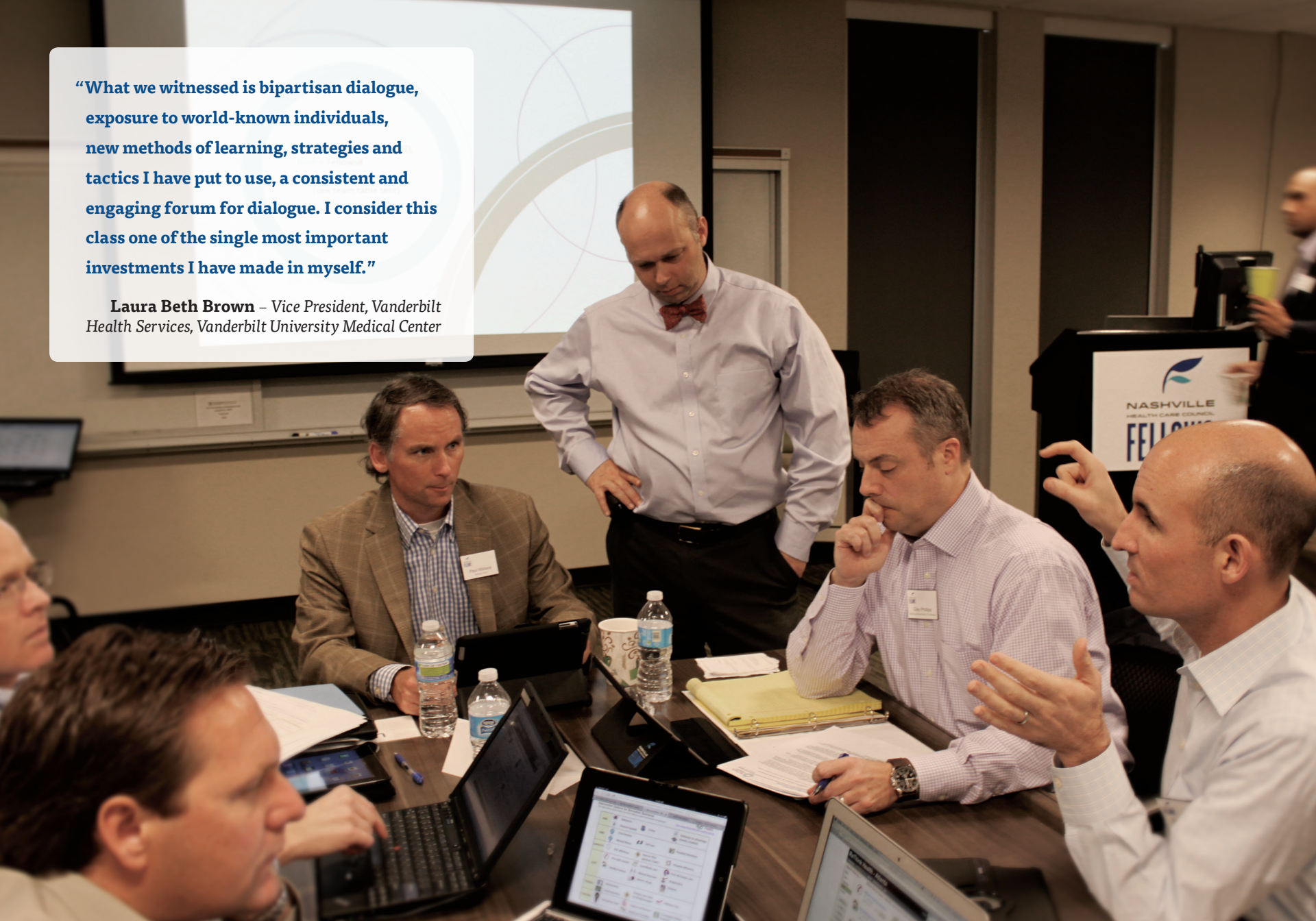
LEGACY

Few cities in the nation can claim a legacy as historic, successful and celebrated as the Nashville health care industry.

Birthplace to innovative models in health care delivery, finance and technology, the future of our city's industry has never been brighter and the opportunities never greater. The Fellows initiative is a deliberate plan to ensure the next 50 years of Nashville health care are as dynamic as the last.

“What we witnessed is bipartisan dialogue, exposure to world-known individuals, new methods of learning, strategies and tactics I have put to use, a consistent and engaging forum for dialogue. I consider this class one of the single most important investments I have made in myself.”

Laura Beth Brown – Vice President, Vanderbilt Health Services, Vanderbilt University Medical Center



LEADERSHIP

A strong future depends on exceptional leaders. As health care transforms, the future drivers of the industry must embody a new set of skills, including collaboration, partnership and integration to carry their organizations forward.

The Fellows initiative provides personalized leadership assessments for each participant, as well as the opportunity to share in an intimate, transparent setting with industry founders, and learn from their wide-ranging experiences.



“After a Friday class, I come back on a Monday with a lot of new ideas. Anyone in a leadership role in a health care organization will benefit from being part of the Fellows in terms of expanding their knowledge base and the way they think about the health care system.”

Adam Feinstein – *Senior Vice President, Strategy & Corporate Development, LabCorp*

INNOVATION

Disruptive innovation is transforming health care at unprecedented levels. Advancements in technology, delivery models and medicine will forever change 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. The result will be an improved patient experience.

“What I’ve loved about this course is the great discourse and conversation. We can question insights and opinions which starts a conversation among the group.”

John Doulis, M.D. – CIO, MedCare Investment Group



ENTREPRENEURSHIP

Few words encompass Nashville health care like entrepreneurship – the most well-known attribute of Nashville’s community.

The climate for entrepreneurship in health care has never been greater. Change, transformation, reform and innovation all create opportunities for health care entrepreneurs. The Fellows initiative is a driving force behind these possibilities, fosters relationships and sharpens the knowledge of our industry’s entrepreneurs to take advantage of shifting paradigms.

ELLOWS

Innovation.

Entrepreneurs

Grow

“I think the interaction we have is one of the best attributes of the program. Having a diverse group with other aspects and sectors makes me think about different viewpoints from just the typical hospital view.”

Ted Lomicka – Vice President & Assistant Treasurer, Community Health Systems

GROWTH

As we look to the future, we will see the kind of growth that strengthens our organizations. Increased access to care, a changing patient population, clinical and technological advancements each creates an opportunity to explore new ways to provide care.

The Nashville health care community has proven skillful at creating value, leveraging opportunities and improving care. Building on this, the Fellow initiative further transforms our industry, changing the lives of its participants and poising the city for growth.

HOSPITAL MANAGEMENT

Laura Beth Brown
Vanderbilt Health Services

Ted Lomicka
Community Health Systems

Bill Rutherford
HCA

Jeff Seraphine
LifePoint Hospitals

Bryanie Swilley
IASIS Healthcare

INFORMATION TECHNOLOGY

James Lakes
Microsoft Corporation

Miriam Paramore
Emdeon

GOVERNMENT

Darrin Gordon
State of Tennessee

RENAL CARE

Todd Falk
DaVita

POPULATION HEALTH

Chris Cigarran
Healthways

CONSULTING

Fletcher Lance
North Highland

CAPITAL INVESTMENT

Merrick Axel
Cressey & Company

John Doulis, M.D.
MedCare Investment Group

Grant Jackson
Council Capital

Michael Ryan
Avondale Partners

Paul Wallace
Heritage Group

CLINICAL LAB SERVICES

Adam Feinstein
LabCorp

Frank Moser
Aegis Sciences Corporation

The inaugural Fellows class included 33 leaders from across the Nashville health care community who gathered over an intensive, four-month timeframe on the campus of Vanderbilt University's Owen Graduate School of Management. With a competitive acceptance rate, these Fellows represent diverse organizations throughout the industry.



LIFE SCIENCES

Hans Kestler
BioMimetic Therapeutics

EDUCATIONAL INSTITUTION

Osei Mevs
Meharry Medical College

MEDICATION MANAGEMENT

Bo Bartholomew
PharmMD

BEHAVIORAL HEALTH

Brent Turner
Acadia Healthcare

PROFESSIONAL SERVICES

Molly Cate
Jarrard Phillips Cate & Hancock

Michael Hill
Harwell Howard Hyne Gabbert & Manner

Jim Parrott
Ernst & Young

AMBULATORY CARE

Mark Wainner
AmSurg

MANAGED CARE

Evans Looney
Humana

Shawn Morris
HealthSpring

Clay Phillips
BlueCross BlueShield of TN

LONG TERM CARE

Stephen Flatt
National HealthCare Corp.

Andrew Smith
Brookdale Senior Living

HEALTH CARE SERVICES

Alan Poenitski
MedSolutions

Chris Taylor
Parallon Business Solutions



“The answer has got to be how to get some economic tension back in the system and that’s not easy. If you are not solving that problem you are just not moving the ball.”

- Phil Bredesen



The future of health care is the empowered knowledgeable patient.

- Marty Kohn





“If we get everyone focused on value we can have a win-win outcome. It is a goal that can unite us rather than fracture us.”

- Michael Porter



“Fellows is exciting. The knowledge that percolates in Nashville is unlike anything else in the world.”

- Jonathan Perlin, M.D.

MEDIA COVERAGE



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Local and National Recognition

National, regional and local media outlets touted the launch of the initiative and its inaugural class with coverage that included:

- Features in *The Tennessean* Nashville Public Radio and *The Nashville Business Journal*. Headlines called attention to the initiatives core themes of leadership, innovation and problem solving for the nation's health care crisis.
- Interviews and write-ups in trade publications followed by industry thought leaders, including *Modern Healthcare* and *Becker's Hospital Review*. These stories positioned the initiative among critical strategic moves within the health care industry to find solutions.

A full listing of media coverage and links to the stories can be found on the Fellows website: www.healthcarecouncilfellows.com.

WILLIAM H. FRIST, M.D.

Former Majority Leader
United States Senate
Partner, Cressey & Company



U.S. Senator Bill Frist is a doctor, teacher, public servant and active humanitarian. Uniquely qualified to address the challenges and solutions in health care policy, Senator Frist is consistently recognized among the most influential leaders in American health care.

Senator Frist represented Tennessee in the U.S. Senate for 12 years where he served on both committees responsible for writing health legislation (Health and Finance) and was elected Majority Leader of the Senate. Senator Frist is chair of the Tennessee State Collaborative on Reforming Education (SCORE) and is co-chair of both First Lady Michelle Obama's "Partnership for a Healthier America" to eliminate childhood obesity and the Bipartisan Policy Center Health Project in Washington, D.C.

Senator Frist also works as adjunct professor of Surgery at Vanderbilt University School of Medicine's Department of Cardiac Surgery and clinical professor of Surgery at Meharry Medical College of Nashville.

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 Business Administration



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. He also writes the "Second Opinion" blog for *Forbes.com*, which offers a fresh take on the business of health care.

THOUGHT LEADERS



Steven Abram, M.D.

Co-Medical Director, Brain & Spine Tumor Center, Saint Thomas Hospital

Melinda Allen

Executive Director of Leadership Development Programs
Vanderbilt University Owen Graduate School of Business Administration

David L. Black, Ph.D., D-ABFT, FAIC

Founder & CEO, Aegis Sciences Corporation

Phil Bredezen

Former Governor, State of Tennessee

William F. Carpenter III

Chairman & CEO, LifePoint Hospitals

Thomas G. Cigarran

Chairman Emeritus, Healthways and
Chairman & Governor, Nashville Predators

Ellen Wright Clayton

Director, Vanderbilt Center for Biomedical Ethics and Society

U.S. Representative Jim Cooper (D-TN)

Douglas Holtz-Eakin

President, The American Action Forum

Herb Fritch

President & CEO, HealthSpring

Marie Golden

Executive Leadership Coach & Founder, The Go Group

Brian Gottlieb

Managing Director, Purple Insights

Regina E. Herzlinger

Nancy R. McPherson Professor of Business Administration, Harvard
Business School

Gary Hirsch

System Modeler, ReThink Health

Steve Hoeffler

Associate Professor , Vanderbilt University Owen Graduate School of Business Administration

Joey A. Jacobs

Chairman & CEO, Arcadia Healthcare

Harry R. Jacobson, M.D.

Chairman, MedCare Investment Funds & Vice Chancellor, Health Affairs Emeritus, Vanderbilt University Medical Center

Robert S. Kaplan

Marvin Bower Professor of Leadership Development, Emeritus, Harvard Business School

David H. Klein

President, Klein Solutions Group

Martin S. (Marty) Kohn

Chief Medical Scientist, Care Delivery Systems, Watson Research Center, IBM

Jim Lackey

CEO, Complete Holdings Group

George Lazenby

CEO, Emdeon

Ben R. Leedle, Jr.

President & CEO, Healthways

Rebecca Niles

Senior Facilitator of Systems Strategy, ReThink Health

Todd Park

United State Chief Technology Officer, The White House

C. Wright Pinson, M.B.A., M.D.

Deputy Vice-Chancellor for Health Affairs, Vanderbilt University Medical Center & CEO, Vanderbilt Health System

Bradley A. Perkins, M.D.,

Chief Transformation Officer/ EVP Strategy and Innovation , Vanguard Health Systems

Jonathan B. Perlin, MD, PhD, MSHA, FACP, FACMI

President, Clinical and Physician Services & Chief Medical Officer, HCA

Michael E. Porter

Bishop William Lawrence University Professor, Harvard Business School

Dan Roden, M.D.

William Stokes Professor of Experimental Therapeutics, John Oates Institute for Experimental Therapeutics Director & Assistant Vice-Chancellor for Personalized Medicine, Vanderbilt University School of Medicine

Paul Rosenblatt, M.D.

Co-Medical Director, Brain & Spine Tumor Center & Chief of Radiation Oncology, Saint Thomas Hospital

Dawn Rudolph

President & CEO, Saint Thomas Hospital

Mike Schatzlein, M.D.

President and CEO, Saint Thomas Health

John Sculley

Businessman, Entrepreneur and Investor

John H. Shatzer

Director, Center for Experimental Learning & Assessment, Associate Professor of Medical Education & Administration, Vanderbilt University School of Medicine

Dee Anna Smith

CEO, Sarah Cannon Research Institute

Stephen Smith

Managing Director, Purple Digital, Purple Strategies

Glenn D. Steele, Jr.

President & CEO, Geisinger Health System

THE FELLOWS



MERRICK AXEL

Partner, Cressey & Company



Merrick Axel joined Cressey & Company in 2005. He is a partner responsible for acquisitions, divestitures and oversight of portfolio companies.

Mr. Axel previously worked with Harvest Partners, a New York-based private equity firm, and J.W. Childs Associates, a Boston-based private equity firm.

He began his career in the Mergers & Acquisitions Department at Morgan Stanley.

Mr. Axel received a Bachelor of Arts in Economics and Political Science from Duke University (with honors) and a Master of Business Administration from The Harvard Business School.

BO BARTHOLOMEW

Founder & President, PharmMD



As founder and president, Samuel W. “Bo” Bartholomew has led PharmMD’s nationwide expansion and year-over-year exponential growth for the past five years.

Prior to forming PharmMD, Mr. Bartholomew incubated a health advocacy company and a telemedicine physician access start-up company. He spent four years with HCA’s Executive Development Program, where he helped build one of HCA’s newest hospitals, and then helped manage HCA’s oldest hospital before leaving the company.

Mr. Bartholomew is an active member with Nashville Health Care Council and former chairman of Leadership Health Care. Mr. Bartholomew also serves on the board of directors for Tennessee Red Cross, Tennessee Center for Bioethics and Culture, Minnie Pearl Cancer Foundation, and Freedom In Creation.

Mr. Bartholomew received a Bachelor of Arts in History and Pre-Med from Davidson College, a Master in Marketplace Theology from Regent College and a Master of Business Administration from the Vanderbilt Owen School of Management.

LAURA BETH BROWN

Vice President, Vanderbilt Health Services, VUMC



Laura Beth Brown is vice president of Vanderbilt Health Services (VHS), where she oversees VHS and its multiple subsidiary entities. She also serves as president of Vanderbilt Home Care.

Ms. Brown has been involved in health care as a clinician, administrator, consultant, researcher and policy activist. She is the immediate past president of the Tennessee Nurses Association, where she focused on public policy to expand access to quality care for Tennesseans and protect the profession of nursing. She also co-chairs the Nursing Administrative Board for Vanderbilt University Medical Center (VUMC).

Ms. Brown serves on the Board of Directors of the Vanderbilt Walgreens Infusion and Respiratory Services joint venture, the Board of Directors of Alive Hospice, the Tennessee Hospital Association Home Care Alliance, the Governor's TennCare Safety Net Task Force and the Middle Tennessee Executive Healthcare Association.

Ms. Brown completed her Bachelor of Science in Nursing from the University of Tennessee and Masters in Health Systems Management from Vanderbilt University.

MOLLY CATE

Partner, Co-Founder, Jarrard Phillips Cate & Hancock



Molly Cate brings experience creating and executing media, messaging and grassroots campaigns. A reporter by trade, Ms. Cate specializes in issue management, crisis management and executive media training projects.

Prior to co-founding Jarrard Phillips Cate & Hancock, Ms. Cate was a public affairs advisor with The Healthcare Practice of The Ingram Group. Previously, she was a health care business reporter for *Nashville Post* magazine, *Nashvillepost.com*, and the *Nashville Business Journal*. She began her career as a general assignment reporter for the *Chattanooga Times Free Press*.

Ms. Cate is an active member and former board member of Leadership Health Care. She earned her Bachelor of Arts in Communications from the University of Tennessee at Chattanooga and trained in Crisis Communications and Negotiations at the Harvard Law School's Program on Negotiations.

CHRIS CIGARRAN

President, Employer Division, Healthways



Chris Cigarran is responsible for the leadership and growth of Healthways' Employer Division, which delivers chronic care management, wellness and prevention services for national employers and government customers. In this role, Mr. Cigarran is responsible for developing and

implementing a multi-year strategic plan and championing customer-focused services that ensure the long term growth of the division by reducing overall health care costs and increased well-being for clients. His responsibilities include sales, account management, finance, reporting and operations, including four call centers across the country.

Mr. Cigarran has served in leadership roles at Healthways for 12 years. Previously, he spent five years as the chief human resources officer, where he oversaw Healthways' people and culture strategy. During his tenure, the organization received several national recognitions, including Fortune's Best Places to Work list, two National Business Group on Health Gold Medals, listing on the Training Top 125, and awards from the American Society for Training and Development. Prior to Healthways, Mr. Cigarran spent several years as a consultant for multiple large organizations in the U.S. and Canada.

Mr. Cigarran received his undergraduate degree from Bucknell University and his Master's in Organization Development from Pepperdine University.

JOHN DOULIS, M.D.

CIO, MedCare Investment Group



John Doulis is the CIO of MedCare Investment Group, where he is responsible for the development of the information technology investment strategy and the increase in value of the portfolio companies.

Formerly, Dr. Doulis served as assistant vice chancellor and COO of the Informatics Center at Vanderbilt University Medical Center (VUMC). In this role, he was the single point of focus for the Informatics Center's efforts to provide the most effective informatics and information technology infrastructure to meet the needs of the diverse operating units that make up VUMC. He also served as vice president and medical information officer of Memorial Hospital of Gulfport in Gulfport, Mississippi and medical practitioner and medical informatics officer at Waverly Medical Centre, Andrikon Services, Ltd, Touchcorp, Ltd and Endeavor Healthcare in Melbourne, Australia.

Dr. Doulis is a member of the American Medical Informatics Association (AMIA), Health Information Management Systems Society (HIMSS), and College of Healthcare Information Management Executives (CHIME). He received his M.D. in Medicine and Surgery from Monash University in Melbourne, Australia.

TODD FALK

Division Vice President, DaVita



As division vice president, Todd Falk oversees \$325 million in local facility operation revenue and drives clinic outcomes for 4,500 patients.

Mr. Falk has developed market strategies that have included the acquisition of 34

clinics and the development of 12 denovo facilities. He has helped position DaVita's clinics for ACO and integrated care development in key markets and developed and maintained multiple joint venture relationships with physician partners to better align clinical and financial goals.

Previously, Mr. Falk served as group regional operations director and regional operations director for the company. He was also an associate at Goode Venture Partners.

Mr. Falk earned a Bachelor of Engineering and a Master of Business Administration from Vanderbilt University.

ADAM FEINSTEIN

Senior Vice President, Strategy & Corporate Development, LabCorp



Adam Feinstein is the senior vice president of corporate development, strategic planning and office of the CEO at Laboratory Corporation of America Holdings (LabCorp). He is responsible for merger and acquisitions, licensing, project management and strategic planning.

Prior to joining LabCorp, Mr. Feinstein was the managing director in equity research at Barclays Capital, where he covered, as well as coordinated, the firm's Health Care Facilities and Medical Supplies and Devices research teams. Mr. Feinstein was ranked number one in the 2012 Institutional Investor "All America Research Survey" in the Health Care Facilities category, for the eighth consecutive year. In addition, he was number one in the Health Care Facilities category in the Greenwich Survey for both Research Franchise, as well as the Quality Index. Mr. Feinstein also served in a similar capacity at Lehman Brothers (until it was acquired by Barclays Capital). He was previously an Equity Research analyst (Ic) at Salomon Smith Barney. He started his career at Standard & Poor's.

Mr. Feinstein is a Chartered Financial Analyst. He is a member of the New York Society of Security Analysts and the CFA Institute. Mr. Feinstein graduated from the University of Maryland at College Park with a Bachelor of Science in Business Management. He also serves on the University of Maryland Smith Business School Dean's Advisory Board, as well as the Advisory Board for the Hassenfeld Center at NYU Medical Center.

STEPHEN FLATT

President, National HealthCare Corporation



Stephen Flatt joined the National HealthCare Corporation in 2005 as senior vice president-development and became president of the organization in 2009.

Previously, Dr. Flatt served as the president of Lipscomb University and president of the Ezell Harding Christian School in Nashville. He was also vice president of Financial Affairs and Institutional Planning at Lipscomb.

Dr. Flatt served on the Board of Directors for the NCAA Division I, as President of the Atlantic Sun Athletic Conference and is a past chair of the board of directors of the Tennessee Independent College and Universities Association.

He received his Bachelor of Arts from David Lipscomb College and his Master of Science and Ph.D. from George Peabody College of Vanderbilt University.

DARIN GORDON

Director, Health Care Finance & Administration, State of Tennessee



Darin Gordon is the director of TennCare, Tennessee's Medicaid program, as well as the director of the Division of Health Care Finance and Administration for the State of Tennessee. As the TennCare Director, Mr. Gordon manages the state's \$8.5 billion Medicaid program. As the director of the Division of Health Care Finance and Administration, he is responsible for the

administration of several health care related programs including: Cover Tennessee, Access Tennessee, Cover Kids, the Office of eHealth Initiatives, the Insurance Exchange Planning Initiative and the Division of State Health Planning.

Mr. Gordon has more than 15 years of experience in public health care finance and management. He has served in various capacities within the Bureau of TennCare before becoming the program's longest serving director since its creation.

Prior to joining TennCare, Mr. Gordon worked in multiple roles including budget director for the Office of Health Services and as an administrative budget analyst for the Department of Finance and Administration where he was deeply involved in the financial analysis, planning and oversight of several health-related agencies within state government, including TennCare.

Mr. Gordon also serves as vice president of the National Association of Medicaid Directors (NAMD), he is the national chair for the Quality Technical Advisory Group for Medicaid, and is currently one of six Fellows in the 2011 class of the Medicaid Leadership Institute. He is also a member of the State Health Plan Advisory Committee. Additionally, Mr. Gordon has previously served as a senior advisor to the Co-Chair for the National Governors Association.

MICHAEL HILL

Attorney & Shareholder, Harwell Howard Hyne Gabbert & Manner



Mike Hill is head of h3gm's Healthcare Practice Group. He focuses on business law matters, primarily involving health care companies, from start up to maturity and advises them on corporate, transactional and operational issues.

In his transactional practice, Mr. Hill advises his clients on compliance with the broad-range of regulations applicable to the health care field, such as the Medicare anti-kickback statute, the Stark law and HIPAA, and their state law equivalents. As part of his health care practice, Mr. Hill represents individual physicians and group practices on matters such as group formation and compensation formulas, joint ventures, employment agreements, recruiting agreements, and professional services arrangements. Mr. Hill has also frequently worked with members of h3gm's Commercial Bankruptcy and Reorganization Practice Group on the purchase or sale of businesses conducted under Section 363 of the Bankruptcy Code.

Mr. Hill is listed in Best Lawyers in America in the area of health care law. He was also listed in *Nashville Business Journal's* "Best of the Bar." Mr. Hill is a member of the Nashville, Tennessee and American Bar Associations, American Health Lawyer's Association and serves on the board of directors for the Nashville Health Care Council.

Mr. Hill received a Bachelor of Arts from the University of Tennessee, Knoxville and Juris Doctorate from the University of Virginia School of Law.

GRANT JACKSON

General Partner, Council Capital



Grant Jackson is a general partner for Council Capital, where he invests private equity funds into fast growing health care services and health care information technology companies.

Prior to joining Council Capital, he was lead health care services and HIT partner with The Aurora Funds, a Raleigh-Durham, North Carolina, private equity firm with approximately \$230 million under management. Previously, Mr. Jackson worked with First Analysis Corporation, an Investment Bank and Private Equity firm in Chicago, Illinois, where he specialized in private equity and public equity research in the health care services and health care IT sectors. Mr. Jackson previously served as a manager for Accenture, where he worked on merger implementation teams.

Mr. Jackson has led multiple private equity investments, including: EndoChoice, Ingenious Med, Payment America, Future Health, CCS Medical, Agility Healthcare Solutions, Valor Healthcare, ALN Medical Management, and Casenet, and has supported many other fund investments. He sits on the board of HCA's Centennial Medical Center.

Mr. Jackson earned his Bachelor of Science from Florida State University and Master of Business Administration with distinction from Kellogg School of Management at Northwestern University where he was a Siebel Scholar.

HANS KESTLER

Vice President, Orthopedics & Sports Medicine, BioMimetic Therapeutics



Hans Kestler is vice president of orthopedics and sports medicine with BioMimetic Therapeutics. Previously he served as vice president of sports medicine and as director of orofacial health care with the life sciences company where he led a divestiture of its orofacial business to

Luitpold Pharmaceuticals in 2008.

Prior to BioMimetic Therapeutics, Mr. Kesler was vice president of the Biotechnology Institute in Vitoria Spain and Blue Bell, Pennsylvania and he served as area vice president for Biora Inc./Straumann USA in both Chicago, Illinois and Waltham, Massachusetts. He also worked as a territory manager for Irvine, California-based Friandent/Dentsply and Shirley, New York-based Osteohealth Company.

Mr. Kesler holds a Bachelor of Science in Health Policy and Administration from the Pennsylvania State University.

JAMES LAKES

Director, Business Strategy & Operations, Microsoft Corporation



James Lakes is the director of business strategy and operations for the Microsoft's U.S. Healthcare & Life Sciences Group which drives sales, marketing and strategic engagement of customers and partners in the health provider, health plan, life sciences and health and human services verticals.

Mr. Lakes has served in a number of roles over nine years of service with Microsoft, including senior industry solutions strategist, business productivity advisor and business productivity manager.

Prior to Microsoft, Mr. Lakes was an international business strategy consultant specializing in the finance services, health care and information technology industries. Mr. Lakes worked with several Scandinavian IT companies pursuing opportunity in international markets.

Mr. Lakes is also a practice advisor for Genesys Family Medicine, co-owned by his wife. Mr. Lakes serves on the board of directors of The Rehab Documentation Company, Expeda ehf (Reykjavik, Iceland) and the Boys & Girls Clubs of Rutherford County, Tennessee. In addition, he sits on the advisory board of JRG Ventures and formerly served on the Leadership Health Care Board of Directors.

Mr. Lakes holds a Bachelor of Business Administration and a Master of Science in International Business and Strategy from St. Mary's University.

FLETCHER LANCE

Global Healthcare Leader, North Highland



Fletcher Lance has more than 18 years of experience in health care management and information technology consulting, specializing in IT implementations, process improvement, clinical management, patient management, and IT evaluation and selection.

Mr. Lance has developed a new system, Frictionless Healthcare, which removes costs related to administration paperwork so that clients can refocus funds and efforts toward patient care. Mr. Lance works with health care providers, payers and IT ventures.

Mr. Lance received a Bachelor of Science and Master of Business from Vanderbilt University.

TED LOMICKA

Vice President & Assistant Treasurer, Community Health Systems



Ted Lomicka is vice president and assistant treasurer of Community Health Systems, the leading operator of general acute care hospitals in non-urban and mid-size markets. The company currently owns, leases, or operates 135 hospitals in 29 states.

Mr. Lomicka is an accomplished financial health care executive with 20 years of experience in improving the financial performance of hospitals and health systems. He provides executives with insights to evaluate strategic transactions and supervises corporate cash management functions.

Prior to Community Health Systems, he worked as a manager in the health care consulting practice of PricewaterhouseCoopers. As a consultant to more than 20 health systems, he has developed and implemented business process redesign initiatives that have improved financial performance and customer service.

Mr. Lomicka holds a Bachelor of Arts from Tulane University and a Master of Business Administration from Vanderbilt University. He is a Certified Treasury Professional and a member of the Association for Financial Professionals. He is chairman of the board of directors for Leadership Health Care, an initiative of the Nashville Health Care Council.

EVANS LOONEY

President, Tennessee & North Mississippi, Humana



As president of Tennessee and North Mississippi for Humana, Evans Looney has for the past 10 years helped businesses offer comprehensive, affordable health benefits to their employees. He is passionate about innovation and leveraging technology to help individuals

make educated decisions regarding their wellbeing.

Previously, Mr. Looney held sales positions with Accredo Health, Prudential and The Hartford Insurance Company, where he started his career.

Under his leadership, Humana has expanded its presence in Tennessee and entered into the voluntary workplace benefits market. Mr. Looney has also helped bring Humana's philanthropic program – Humana Communities Benefit – to Nashville in 2010. Through Humana Communities Benefit, more than \$200,000 has been awarded to local charities, including Oasis Center's Bike Workshop and Alive Hospice.

Mr. Looney represents Humana on the boards of the Music City Bowl and Thisbe & Noah Scott Foundation. He is a graduate of the University of Mississippi.

OSEI MEVS

Senior Associate Vice President, External Affairs, Meharry Medical College



Osei Mevs joined Meharry Medical College in 2007 where he serves as the senior associate vice president for External Affairs.

Mr. Mevs key responsibilities include the coordination of all governmental affairs at the city, state and federal level, as well as special projects and strategic partnerships.

Formerly, Mr. Mevs served as the Healthcare Policy Advisor to U.S. Representative Nita Lowey (D-N.Y.). He is an active member of the Association of Health Care Executives and the National Association of Health Service Executives. He serves on the board of directors for Leadership Health Care, an initiative of the Nashville Health Care Council.

Mr. Mevs received a Bachelor of Arts in Psychology from New York University and a Master of Public Health-Health Policy and Management from the Columbia University Mailman School of Public Health.

SHAWN MORRIS

President, Development & Innovation, HealthSpring



Shawn Morris is president of development and Innovation with HealthSpring. Previously, he served as executive vice president and as the president of HealthSpring's Tennessee market. Prior to that, he served as senior vice president of the company and as the vice president of

operations.

Before joining HealthSpring, Mr. Morris served as a regional manager for Manheim, a provider of automotive remarketing services. Mr. Morris also served as CFO and vice president of operations at Digital Connections as well as vice president of managed care operations for North American Medical Management, an independent physician association management company.

Mr. Morris holds a Bachelor of Science in Accounting from Western Kentucky University.

FRANK MOSER

President, Aegis Sciences Corporation



As president of Aegis Sciences Corporation, Frank Moser leads strategic growth initiatives and direct day-to-day operations at the company's locations in 37 states across the nation.

Mr. Moser joined Aegis in 1999 as director of sales and marketing. He joined the company's board of directors in 2007, and he was promoted to vice president of business development in 2008.

Prior to joining Aegis, Mr. Moser was the Regional Manager for Parfums de Coeur in Nashville, where he was responsible for the sales and marketing of a fragrance line to retailers including Wal-Mart. He also has been a member of Nashville Health Care Council's Leadership Health Care initiative and served on the board of the Sales & Marketing Executives Association in Nashville.

Mr. Moser earned his Bachelor of Science in Business Administration from Lenoir-Rhyne University in Hickory, North Carolina.

MIRIAM PARAMORE

Executive Vice President, Strategy & Product, Emdeon



Miriam Paramore is executive vice president of strategy and product management with Emdeon where she brings 29 years of industry experience and plays a critical role in helping the company shape a course for the future based on emerging trends in health information technology (HIT).

Prior to this role, Ms. Paramore served as senior vice president of clinical services and government affairs where she was responsible for overseeing the clinical sector of the business, long-term strategic planning, thought leadership, public policy and government affairs. Ms. Paramore is a national speaker and was a past member of the national board of directors for the Health Information Management Systems Society (HIMSS) and is the board liaison to the HIMSS Financial Systems Steering Committee. She is a past board member for CareSource Management Group, a non-profit Medicaid managed care organization, and a previous member of the eHealth Advisory Committee for the Commonwealth of Kentucky.

Ms. Paramore is the architect of The U.S. Healthcare Efficiency Index™, an industry forum for measuring the efficiency of health-care business processes. As a longtime advocate for HIT in the public sector, Ms. Paramore serves as an advisor to key Congressional committees and the Congressional Budget Office on HIT, health-care administrative simplification and other practical solutions that can take costs out of the system and make health care more efficient.

Ms. Paramore received a Bachelor of Science in Mathematics and Computer Science, magna cum laude, from Belmont University.

JIM PARROTT

Partner, Ernst & Young



Jim Parrott is a Nashville-based assurance partner representing Ernst & Young for 24 years with numerous health-care industry clients in an audit and business advisory capacity. He has extensive experience in corporate accounting and financial reporting. Mr. Parrott serves, or has served, as the coordinating partner for various

other private and public provider care companies based in Tennessee.

From 2001 to 2004, Mr. Parrott served as one of the firm's representatives in the fellowship program of the Financial Accounting Standards Board (FASB) and as a member of the firm's National Professional Practice Department (PPD). Members of the PPD group are responsible for providing accounting consultations to the firm's operating offices throughout the United States regarding U.S. GAAP reporting matters.

In addition to Mr. Parrott serving as a primary resource within the firm relative to various technical matters, he was also the designated contact in the PPD group for health care industry-related accounting matters. His role in PPD involved close interaction with audit engagement teams, clients and the Securities and Exchange Commission.

Mr. Parrott, a member of the American Institute of Certified Public Accountants (AICPA), is licensed as a certified public accountant in Kentucky and Tennessee. He graduated with honors from Transylvania University (Lexington, Kentucky) with a Bachelor of Arts in Accounting.

CLAY PHILLIPS

Director, Provider Relations & Communications, BlueCross BlueShield of TN



Clay Phillips is director of Provider Relations and Communications with BlueCross BlueShield of Tennessee where he works to improve relationships statewide with doctors and other medical professionals through enhanced engagement with the Tennessee Hospital Association, the Tennessee Medical

Association and other professional provider associations.

Previously, Mr. Phillips he served as interim director of network management at BlueCross where he focused on improving provider communication and facilitated relationships with Tennessee's professional provider associations.

Before working at BlueCross, Mr. Phillips was an associate at Miller & Martin, where he specialized in health care law. He focused on matters pertaining to hospital and health care regulatory compliance, with a particular emphasis on HIPAA Privacy compliance.

Mr. Phillips is the former chairman of the Government Relations Committee for the Nashville Bar Association; and a board member for the Tennessee Lobbyist Association and the Tennessee Health and Casualty Insurance Guaranty Association.

Mr. Phillips received a Bachelor of Arts from Birmingham Southern College and Juris Doctorate from the University of Alabama.

ALAN POENITSKE

Senior Vice President, Financial Operations, MedSolutions



As the senior vice president of Financial Operations for MedSolutions, Alan Poenitske oversees the strategic, financial and analytical aspects of managing the company's risk-based contracts. The health care economics team that he oversees supports business operational

leaders to identify, implement and track affordability initiatives across the organization as well as leading the client financial reconciliations.

Mr. Poenitske has been with MedSolutions since the company's inception in 1995. He is a Certified Public Accountant and has served MedSolutions in multiple positions throughout his tenure. Most recently, he was the vice president of finance and corporate controller where he oversaw all of the financial and accounting functions of the organization as well as all pricing and underwriting functions.

Prior to joining MedSolutions, Mr. Poenitske served as a senior accountant with Deloitte. He received his Bachelor of Science in Accounting from Western Kentucky University.

BILL RUTHERFORD

COO, Clinical & Physician Services Group, HCA



Bill Rutherford is an accomplished executive serving as a senior officer of HCA for more than 13 years. He is currently serving as COO of HCA's physician services organization, which is the leading physician service company in the country generating more than \$1.1

billion of revenue annually.

Mr. Rutherford has also served as COO of Psychiatric Solutions (formerly Nasdaq: PSYS), which was one of the largest and fastest growing providers of mental health services in the nation. For the majority of his career, he served as CFO of HCA's Eastern Group, which comprised roughly half of the company at the time. He has participated with numerous private equity ventures.

In his more than 25 years of management experience, Mr. Rutherford has a demonstrated record of achieving results with expertise in health-care management, financial operations, revenue-cycle operations and acquisition activity.

Mr. Rutherford is a CPA. He received a Bachelor of Science in Accounting and Finance from the University of Tampa.

MICHAEL RYAN

Managing Director, Investment Banking, Avondale Partners



As head of Investment Banking at Avondale Partners, Michael Ryan leads the firm's efforts in providing financing services across the capital structure, which include mezzanine financing, public and private equity investments and advisory services. Mr. Ryan is also a member of the

firm's Operating Committee, with responsibilities for coordination and implementation of firm-wide strategies.

Prior to joining Avondale, Mr. Ryan worked for JP Morgan's Equity Capital Markets Group in New York, where he focused on the origination and execution of equity offerings. Mr. Ryan has significant experience working with both corporate issuers and institutional investors, having completed more than 30 "book run" transactions and numerous co-managed transactions.

Mr. Ryan received his Bachelor of Science from The University of Dayton and his Master of Business Administration from Vanderbilt's Owen Graduate School of Management.

JEFF SERAPHINE

President, Delta Division, LifePoint Hospitals



Jeff Seraphine oversees LifePoint Hospitals' Delta Division, which focuses primarily on hospitals that are recent acquisitions to the company. He is a founding employee of the company and, since 1998, he has served as CEO of several LifePoint hospitals, including Georgetown

Community Hospital, Georgetown and Bluegrass community hospitals (Market CEO), and Lake Cumberland Regional Hospital.

Prior to joining LifePoint, Mr. Seraphine served in hospital administration roles with HCA in Florida. He holds a Bachelor of Science in Business Administration/Marketing and Master of Health Administration and from the University of Kentucky.

ANDREW SMITH

CEO, Brookdale Senior Living



Andrew Smith is the CEO for Brookdale Senior Living, the nation's largest nursing home operator. Previously, he served as executive vice president, general counsel, and secretary for the company.

Prior to Brookdale Senior Living, Mr. Smith was with Bass, Berry & Sims where he served the corporate and securities group, and chaired the firm's health care group. Mr. Smith's private practice focused on corporate governance, mergers and acquisitions of public and private companies, public offering of debt and equity securities and structuring strategic relationships.

Mr. Smith is a graduate of Vanderbilt University. He earned his law degree from Southern Methodist University.

BRYANIE SWILLEY

Eastern Division President, IASIS Healthcare



Bryanie Swilley is Eastern Division president for IASIS Healthcare. Previously, he served as CEO of Pioneer Valley Hospital. In addition, Mr. Swilley has served as CEO of Jordan Valley Medical Center, West Jordan, Utah and COO of Southwest General Hospital, San Antonio,

Texas, where he was formally assistant administrator.

Mr. Swilley has brought a wide-array of knowledge of the health care industry to several hospitals serving as marketing director to Garland Community Hospital in Garland, Texas and Service Medical, Inc. in Plano Texas.

Mr. Swilley's community involvement ranges from Southwest Valley Sunrise Rotary Club (Utah), where he served as club president, to board member for West Jordan Chamber (Utah), Chamber West (Utah) and Southwestern Bell YMCA (Texas). Mr. Swilley earned a Bachelor of Science in Business Administration from Auburn University.

CHRIS TAYLOR

Executive Vice President & CFO, Parallon Business Solution



Chris Taylor is executive vice president and CFO with Parallon Business Solution, where he is responsible for the company's overall financial strategies and functions.

Mr. Taylor brings nearly 30 years of health care financial, operational and business management experience to the company. He joined Parallon from HCA's TriStar Health, a regional network of hospitals, surgery centers, and physician practices based in Nashville, where he served as CFO since 2005. During his tenure with TriStar Health, Mr. Taylor led successful market expansions and margin improvement initiatives resulting in significant revenue and earnings growth for the organization. Prior to his role with TriStar Health, Mr. Taylor served in numerous other CFO and financial management roles for several of HCA's hospitals, markets and divisions.

Mr. Taylor is a member of several leading professional organizations, including the Healthcare Financial Management Association (HFMA), American College of Healthcare Executives (ACHE) and the Federation of American Hospitals (FAH).

He earned his Bachelor of Science in Accounting from Tennessee Wesleyan College and a Master of Business Administration from Belmont University Massey School of Business.

BRENT TURNER

President, Acadia Healthcare



Brent Turner joined Acadia in 2011 where he serves as co-president. Previously, he served at with Psychiatric Solutions as executive vice president of finance and administration, as vice president, treasurer and investor relations, and as a division president overseeing facilities in

Illinois, Minnesota and Texas.

Mr. Turner was also previously employed by Corrections Corporation of America, a private prison operator, where he served as treasurer.

Mr. Turner received a Bachelor of Arts in Economics from Vanderbilt University and a Master of Business Administration with a focus in Accounting and Finance from the Vanderbilt University Owen Graduate School of Management.

MARK WAINNER

Vice President, Financial Operations, AmSurg



Mark Wainner has been with AmSurg for 15 years holding various management positions, including business development, center operations as well as profit and loss responsibility.

Mr. Wainner's current role as vice president, financial operations includes responsibility for the company's managed care contracting, revenue management and materials management departments. In addition, Mr. Wainner is involved in financial analysis and budgeting for AmSurg's more than 229 outpatient surgery centers in 35 states and the District of Columbia.

Mr. Wainner is the past president of the Freestanding Ambulatory Surgery Center Association of Tennessee and is the past chairman of Leadership Health Care.

Mr. Wainner received his Bachelor of Science in Finance from the University of Tennessee at Knoxville.

PAUL WALLACE

Managing Director, Heritage Group



Paul Wallace joined Heritage in 2011 as managing director for the Heritage Healthcare Innovation Fund. Previously, Mr. Wallace served as a venture partner for SV Life Sciences, a \$2 billion international private equity firm investing exclusively in health care.

He also served as senior vice president of sales and marketing and senior vice president of corporate development for Healthways, where he completed more than 15 strategic transactions, and revenue increased from \$120 million to more than \$700 million.

Mr. Wallace was also a general partner of Petra Capital Partners, a \$120 million private equity investment firm in Nashville and he was a founding member and managing director with New York-based Gilbert Global Equity Partners, a \$1.2 billion global private equity fund created with the former investment team of Soros Capital. Additionally, Mr. Wallace was a vice president with Lazard Asia Investment Management, a Singapore-based \$250 million private equity fund focused on growth equity investments in Asia. He served as an associate with Golder, Thoma, Cressey, Rauner, a \$4 billion private equity firm based in Chicago. Early in his career, he served as a commercial lending officer with Bank of America.

Mr. Wallace received a Bachelor of Arts from the University of Richmond and Master of Business Administration from the Kellogg Graduate School of Management.

THE 2014 CLASS

A large, light gray, stylized leaf graphic that curves from the top right towards the bottom left, partially overlapping the text.

The 2014 Fellows will bring together the next class of leaders with a proven track record in health care today, and with demonstrated potential to drive the industry forward tomorrow. As with the current class, we seek a diverse set of members whose ideas, thoughts and experiences represent a broad cross section of the industry.

Recruitment for the 2014 Fellows opens Fall 2013, 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 or a government agency, in or outside of Nashville.
- » 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.

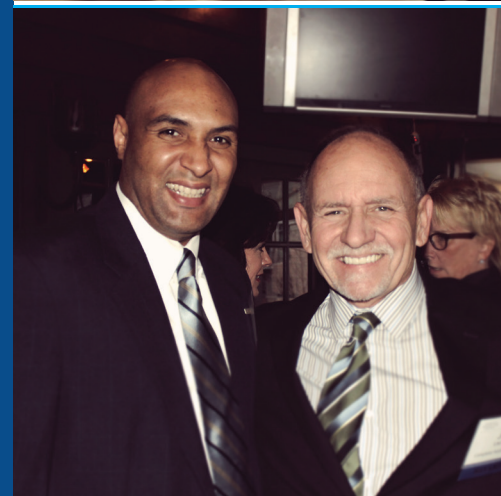
To apply, visit **www.healthcarecouncilfellows.com**. You can also send an email from that site to an applicant who you believe should be considered for the 2014 class. Applications will be reviewed by Nashville Health Care Council Fellows staff and faculty, and each class will be approved by the Council Board of Directors Fellows Advisory Committee.

Questions: Judith Byrd, Executive Director, Council Fellows
jbyrd@healthcarecouncil.com
615-743-3145

About the Nashville Health Care Council

The Nashville Health Care Council, founded in 1995 as an initiative of the Nashville Area Chamber of Commerce, is an association of health care industry leaders working together to further establish Nashville's position as the nation's health care industry capital. Worldwide, Nashville's health care industry generates more than \$70 billion in revenue and over 400,000 jobs, and is Nashville's largest and fastest growing employer. For more information on the Council, please visit **www.healthcarecouncil.com**.

**NASHVILLE
HEALTH CARE
COUNCIL**



“I’ve always had a huge amount of respect for Nashville. There’s more innovation here than I’ve seen anywhere else in the country.”
- David Klein





“The health care provider system is evolving and there’s never been a more exciting time to be in health care than right now and that is why I commend Senator Frist and Nashville for what you are doing with this class today.”

- Todd Park



“A great definition of a genius is seeing the obvious 50 years before everyone else.”

- John Sculley



