



NASHVILLE
HEALTH CARE COUNCIL

FELLOWS

CLASS OF 2014



CHALLENGES MET. SOLUTIONS EXPLORED. COLLABORATION EXPANDED.



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

As a result, in 2013, the Nashville Health Care Council Fellows initiative was born. Now in its second year, this nationally-unique program to engage and educate future health care leaders has welcomed participants from every sector of the industry to better implement business strategies, create value, drive industry growth and effect change. It leverages the experience of the industry’s founding experts as well as nationally-known figures and leading academic institutions.

This meeting of the minds – where established business leaders, entrepreneurs, policymakers and visiting speakers can engage in a meaningful dialogue – is something only Nashville, with its 250+ health care companies, can achieve.

The 2014 class joins a distinguished group of alumni who already are applying their Fellows experience in the field.

The Nashville Health Care Council Fellows Advisory Committee:

William H. Frist, M.D.

(Committee Chairman)

Former Majority Leader, United States Senate

Partner, Cressey & Company

Milton Johnson

President and CEO, HCA

William F. Carpenter III

Chairman and CEO, LifePoint Hospitals

Thomas G. Cigarran

Chairman and Governor, Nashville Predators

William Gracey

President and CEO, BlueCross BlueShield of Tennessee

Harry R. Jacobson, M.D.

Chairman, MedCare Investment Funds and

Vice Chancellor, Health Affairs Emeritus, Vanderbilt University

Medical Center

Jim Lackey

CEO, Complete Holdings Group

Ben R. Leedle, Jr.

President and CEO, Healthways

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

Adjunct Professor, Health Care Management,

Vanderbilt University Owen Graduate School of Management

Wayne T. Smith

Chairman, President and CEO, Community Health Systems

Partner Organizations



Dear Industry Colleagues:

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

Today, 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 the health care landscape continues to evolve, the Nashville Health Care Council Fellows initiative equips the next generation of leaders to carry the city's legacy forward. The Fellows initiative is a rare, highly-valuable opportunity to learn, examine and actively exchange ideas with the best and brightest of the health care industry. After only two years, we have witnessed the impact this program has made on today's health care leaders.

The 2014 Fellows engaged in a nationally-unique discussion about the future of our industry and the issues they're facing during this time of unprecedented change. 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 care – both in Nashville and across the country. It has been rewarding to watch the discussions unfold and a vision for solutions emerge.

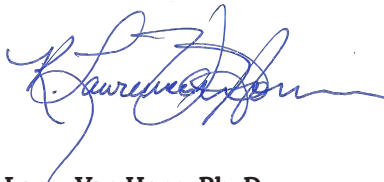
The work of the Fellows is only beginning. We are confident Nashville will be stronger – and better – from this annual experience. Its impact will be felt in the boardrooms, patient rooms and C-suites of health care organizations throughout the nation.

Sincerely,



William H. Frist, M.D.

Co-director, Council Fellows,
Former Majority Leader, United States 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 Management

What's At Stake?

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

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

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 provides 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 2014 class explored specific issues they face, including how to:

- » **Manage through change and transformation**
- » **Build and sustain a strong culture**
- » **Be 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**

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



“I have been completely blown away by the structure, quality of speakers and content of the Fellows program. From examining the technical elements of health care delivery to looking at how to grow a unique culture, it has all been meaningful to my daily work and role as a leader.”

Michael Wiechart – *President and CEO, Capella Healthcare*

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 Nashville'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.




“The Fellows forum is one of transparency and approachability that brings honest, meaningful conversations with active industry leaders (not academic lectures on theory). The forum provides the perfect balance of current industry analysis and future market state insights, all considered through the lens of tangible examples.”

Will Morrow – Vice President, Development, HCA

LEADERSHIP

In today's global health care environment, being a leader is more challenging than ever before. Unprecedented change means that the future drivers of the industry must embody a new set of skills, including collaboration, partnership, culture creation 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.

A photograph of Beth Bierbower, a woman with short white hair and glasses, wearing a red blazer, standing and speaking to a group of people seated at tables. She is gesturing with her hands as she speaks. The setting appears to be a professional conference or meeting. In the foreground, a man in a dark suit and light blue shirt is looking towards her. Another man in a brown sweater is also looking towards her. There are name tags on the tables, including one for "David Rogers" and another for "Paul Gilb". There are also water bottles and laptops on the tables. The background shows other people seated at tables, some looking towards the speaker. A quote box is overlaid on the top right of the image.

“Having this kind of open dialogue to understand what’s going on in health care, share experiences and exchange ideas with colleagues is absolutely critical for anyone who wants to ensure the work they do has meaning and their organization is able to thrive in an industry that’s experiencing so much change.”

Beth Bierbower – *President, Employer Group Segment, Humana*

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.

“It has been incredibly humbling to hear the opinions and perspectives of these health care leaders whose business models are oftentimes at odds with each other. The simple truth is that health care is about patients, and one mission, one company, or one delivery model is no less valid than another. This program has been a tremendous learning experience.”

David Frederiksen – CEO, *PatientFocus*



ENTREPRENEURSHIP

Entrepreneurship is at the heart of Nashville's unique health care community. Transformation in the industry means that there are more opportunities than ever before for entrepreneurs to pioneer new health care solutions.

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



“One of the best things about this program is the interaction between leaders in different sectors. Learning from a diverse group of industry peers helps me understand different viewpoints and strategies for success.”

John Maki – Vice President, Sales, BCBS of TN

GROWTH

The health care industry is growing and the pace of change is accelerating. In order 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, widely considered the preeminent health care expert in the country, and respected health care economist Larry Van Horn, Ph.D., this is a program that is only possible in Nashville – a health care industry capital.

HOSPITAL MANAGEMENT

Marty Bonick
Community Health Systems

Mitch Edgeworth
*Vanderbilt University
Medical Center*

Paul Gilbert
LifePoint Hospitals

Will Morrow
HCA

Eric Paul
IASIS Healthcare

Michael Wiechart
Capella Healthcare

Herman Williams, M.D.
*RegionalCare Hospital
Partners*

HOME CARE

Meaghan Greene
American HomePatient

GOVERNMENT

John Dreyzehner, M.D.,
M.P.H.
*Tennessee Department of
Health*

RENAL CARE

Robert Gallagher
DaVita

PROFESSIONAL SERVICES

Robert Harris
Waller

Angela Humphreys
Bass Berry & Sims

Rosemary Plorin
Lovell Communications

CLINICAL RESEARCH

Paul Rein
*Sarah Cannon Research
Institute*

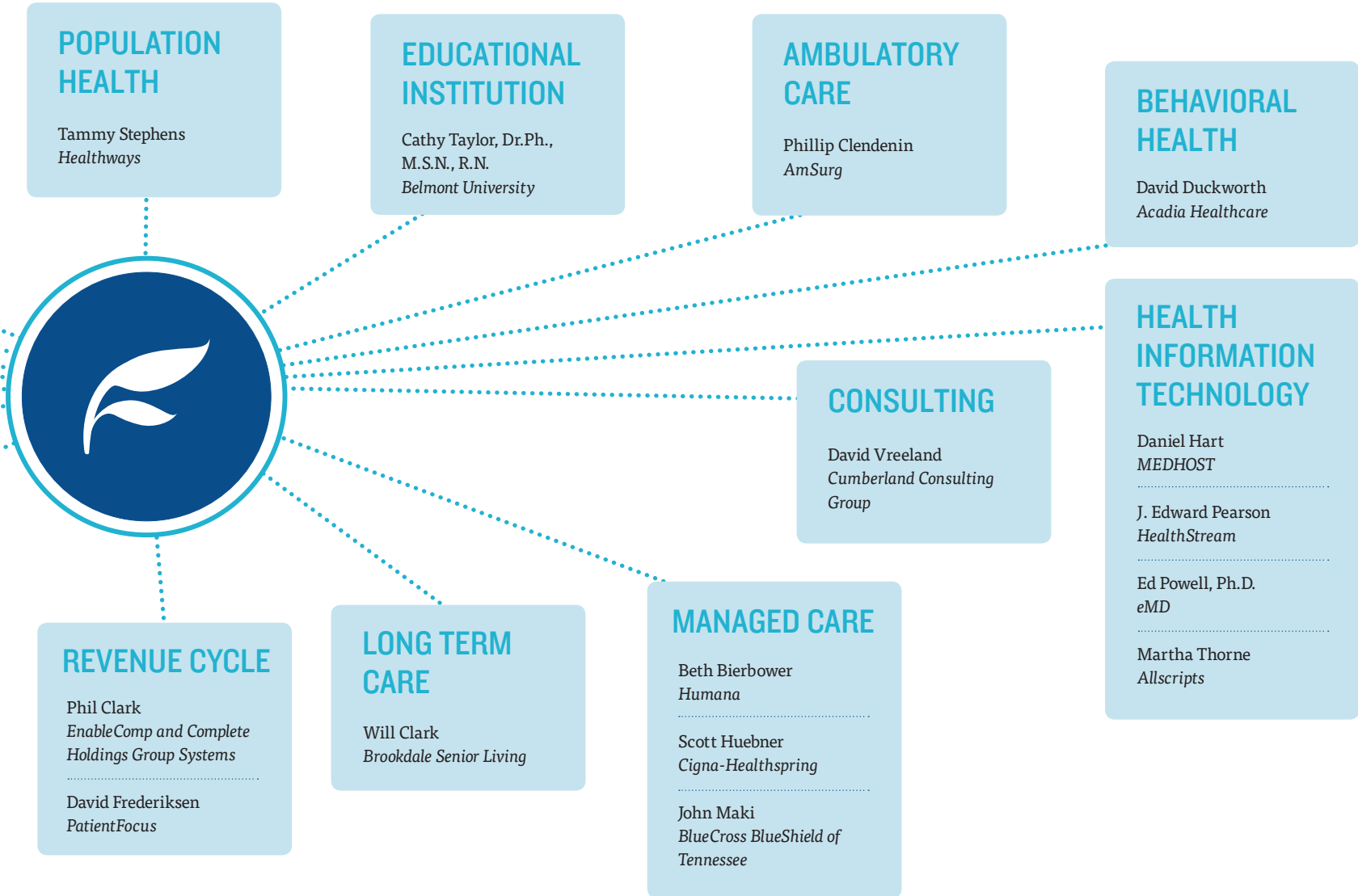
FINANCIAL SERVICES

Charles W. Byrge II
Harpeth Capital

Kirk Porter
*Bank of America Merrill
Lynch*

David Rogero
Cressey & Company

The 2014 Fellows class included 32 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.





“There is no other group like this in America. Each one of you is a bold path breaking leader and that’s why you were chosen for this class.”

— U.S. Representative Jim Cooper



“Measure of culture is when your organization has to act without a plan—in times of crisis. Most people in a crisis operate at their highest level of capacity.”

– George Barrett



“We are going to have to solve these problems ourselves. I don’t think the solution is going to come from Washington.”
— Dr. Toby Cosgrove



“The enemy is not each other the enemy is the status quo.”
— Dr. Rushika Fernandopulle



CO-DIRECTORS

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



Melinda Allen

Executive Director, Leadership Development Programs,
Vanderbilt Owen Graduate School of Management

Jeff Balsler, M.D.

Vice Chancellor for Health Affairs, Vanderbilt University Medical Center

Arna Banerjee, M.D.

Department of Anesthesiology, Division of Critical Care,
Vanderbilt University Medical Center

George Barrett

CEO, Cardinal Health

Gene Boerger

Vice President, Product Innovation, Emdeon

Richard Bracken

Chairman, HCA

Governor Phil Bredesen

Mark Britnell

Chairman and Partner, Global Health Practice, KPMG

Dan Buettner

National Geographic Fellow
New York Times Best-Selling Author

Michael Burcham

President and CEO, The EC

“The Fellows faculty are unbeatable in terms of knowledge, reputation and their ability to engage and challenge our class to critically think about the myriad issues that we all face.”

- **Marty Bonick**, *President, Division 1 Operations, Community Health Systems*

William F. Carpenter III

Chairman and CEO, LifePoint Hospitals

U.S. Representative Jim Cooper

Toby Cosgrove, M.D.

CEO, Cleveland Clinic

Jana Davis

Senior Vice President, Corporate Affairs, HCA

Rushika Fernandopulle, M.D.

Founder and CEO, Iora Health

Marie Golden

Executive Leadership Coach and Founder, The Go Group

Darin Gordon

Deputy Commissioner, Health Care Finance and Administration, State of Tennessee

Bill Gracey

President and CEO, BlueCross BlueShield of Tennessee

Joey A. Jacobs

Chairman and CEO, Arcadia Healthcare

Fred Jones

Program Manager, Humana Leadership Strategies

Justin Lanning

Senior Vice President, Xerox Healthcare Provider Solutions

Ben Leedle

President and CEO, Healthways

Frank Luntz

Political Consultant, Pollster and Strategist

Dean Ornish, M.D.

Founder and President, Preventive Medicine Research Institute

Howard Park

U.S. Managing Director, Simudyne USA

Uwe Reinhardt

James Madison Professor of Political Economy, Princeton University

Mike Schatzlein, M.D.

President and CEO, Saint Thomas Health

Susan Siegel

CEO, GE Ventures and healthymagination

Kent Thiry

Chairman and CEO, DaVita HealthCare Partners

Anne Wojcicki

Co-Founder and CEO, 23andme, Inc.

THE FELLOWS



ELIZABETH BIERBOWER

President, Employer Group Segment, Humana



Bierbower is president of the employer group and government segments for Humana. She is responsible for driving the growth and profitability of Humana's group products including medical, specialty, group Medicare and wellness offerings. Under Bierbower's leadership,

the employer group segment is transforming into an organization that enables consumers to co-create their own health and well-being experiences.

In prior roles with Humana, Bierbower served as COO of Humana Specialty Benefits (dental, vision, life, disability and workplace voluntary benefits) and vice president of product innovation. Bierbower led Humana's consumer strategy development and introduced many innovative offerings including SmartSuite (a consumer-driven health plan) and the HumanaAccess FSA/HSA debit card.

Bierbower earned a master's degree in public management, graduating with highest honors, from Carnegie Mellon University where she was also formerly an adjunct faculty member.

MARTY BONICK

President, Division 1 Operations, Community Health Systems



Bonick joined Community Health Systems (CHS) in 2011 and currently supports CHS's affiliated operations in Virginia, North Carolina, Alabama and Mississippi, which together encompass 30 hospitals and more than \$2.7 billion in net revenue.

He has more than 17 years of for-profit and non-profit health care leadership experience in academic medical centers, community hospitals and corporate leadership settings.

Prior to CHS, Bonick served at Jewish Hospital and St. Mary's Healthcare in Louisville, Ky., where he was CEO of flagship Jewish Hospital and senior vice president of operations for the system. He also served as CEO of Oklahoma State University Medical Center in Tulsa, Okla.

Bonick has served on community boards, including Chambers of Commerce, the American Heart Association and Fund for the Arts. Currently Bonick is a mentor for XLerate Health, a Louisville-based health care accelerator and serves on the board of Interapt, a mobile technology company.

Bonick is a Fellow in the American College of Healthcare Executives and was named one of Modern Healthcare magazine's "Up and Comers" in 2008. He holds dual master's degrees from Washington University in health care administration and information management, and a bachelor's degree in psychology from the University of Illinois.

CHARLES W. BYRGE II

President and CEO, Harpeth Capital



Byrge is the president and CEO of Harpeth Capital, LLC, a middle market investment banking firm with a focus on the health care industry. He has more than 24 years of experience advising both public and private companies on capital raising and merger and acquisition (M&A) transactions.

In addition, Byrge also directs Harpeth Companies, LLC, which includes Harpeth Ventures the firm's venture investing arm, and Harpeth Consulting, the firm's health care focused management consulting division.

Prior to joining Harpeth Capital, he was a senior managing director and head of investment banking at FTN Financial Securities, the investment banking arm of First Tennessee Bank (NYSE:FHN), where he was involved in opening and directing the New York office. Prior to that, he was managing director and co-head of M&As at Equitable Securities and SunTrust Equitable Securities (now SunTrust Robinson Humphrey), where he was responsible for directing a wide variety of assignments for both public and private companies. Previously, Byrge was a senior member of the M&A department at Morgan Keegan & Co. Before joining Morgan Keegan, Byrge was a vice president at NationsBanc Capital Markets in Dallas, Texas, where he co-directed the M&A practice for the Southwestern United States.

Byrge received a bachelor's degree in economics from Vanderbilt University and an MBA from the Owen Graduate School of Management at Vanderbilt University. Byrge is a Chartered Financial Analyst and a former Certified Public Accountant with Peat Marwick and Ernst & Young.

Byrge serves on the board of the Nashville Health Care Council and is a director of NextGxDx.

PHIL CLARK

Vice President, Finance and CFO, EnableComp and Complete Holdings Group



Clark is vice president and CFO for Complete Holdings Group and EnableComp, LLC, where he is responsible for the company's overall financial strategies and functions. Clark has more than 12 years of experience in health care and was previously the chief accounting officer

for Passport Health Communications until 2009. His career at Passport began in 1999 as controller and during Clark's tenure, the company grew from 25 to more than 300 employees and completed four acquisitions, three bank financings and two recapitalizations. Passport has been recognized as a leading health care technology company in Nashville for its impressive growth and was recognized as one of the best employers in the state of Tennessee.

Prior to Passport, Clark held several positions with Service Merchandise, where he led the company's SEC reporting. He left Service Merchandise in 1999 as the director of accounting. Clark began his career with Arthur Andersen working in the audit division in its Nashville office.

Clark is a member of several professional organizations including the Tennessee Society of CPAs and the Nashville Chapter of Financial Executive International.

WILL CLARK

Senior Vice President, Strategy and Brand, Brookdale Senior Living



Clark joined Brookdale Senior Living as senior vice president of strategic development in August 2010. Prior to joining Brookdale, he was a co-founder of RGC Advisors, a search fund targeting the home health industry.

He also served as senior vice president of corporate strategy at Healthways, where he led a cross-functional team to develop the strategy and solution design for new business models that leveraged the company's core assets.

His experience includes academic and industry research with Harvard Business School Professor Clayton Christensen on disruptive innovations in health care and education, strategy consulting and entrepreneurial start-ups in the private and non-profit sectors.

Clark received an MBA from Harvard Business School and graduated cum laude from Vanderbilt University with a bachelor's degree in Latin American studies. He currently serves on Harvard Medical School's Health Care Policy Advisory Council and is a past board member of Leadership Health Care and Big Brothers Big Sisters of Middle Tennessee.

PHILLIP A. CLENDENIN

Executive Vice President, Operations, AmSurg



Clendenin is executive vice president of operations with AmSurg where he oversees operations of all 243 surgery centers in 35 states. Previously he served as senior vice president of corporate services.

He has held various positions in health care for more than two decades, including management positions with Community Health Systems, Triad Hospitals, HCA and National Medical Enterprises.

Clendenin received his bachelor's degree in business administration from the University of Tennessee at Martin and holds a master's degree in health administration from Washington University School of Medicine.

JOHN DREYZEHNER, M.D., M.P.H.

Commissioner, Tennessee Department of Health



Dreyzehner joined Tennessee Governor Bill Haslam's cabinet in 2011 as the 12th Commissioner of the Tennessee Department of Health. He began his medical service in 1989 as a United States Air Force flight surgeon and later spent several years in the private practice of

occupational medicine. He then joined the Virginia Department of Health in 2002, practicing in the field of addiction medicine while also working on substance abuse prevention, treatment and control in his public health role.

Dreyzehner attended the University of Illinois at Champaign-Urbana, graduating Phi Beta Kappa and magna cum laude with a bachelor's degree in psychology. He received his doctoral degree from the University of Illinois at Chicago, and earned his master's degree in public health at the University of Utah, where he also completed his residency in occupational medicine at the Rocky Mountain Center for Occupational and Environmental Health. Board certified in 1999, he is licensed to practice in Tennessee and Virginia, and is a Fellow of the American College of Occupational and Environmental Medicine.

DAVID DUCKWORTH

CFO, Acadia



Duckworth joined Acadia in 2011 and has served as CFO since 2012. Acadia is the largest behavioral health care company in the U.S. with 52 facilities in 24 states and Puerto Rico.

Immediately prior to his position at Acadia, he served as director of finance at Emdeon, a revenue and payment cycle management company. Previously, Duckworth was a manager with Ernst & Young LLP, which he joined in 2002. During that time, Duckworth worked with Psychiatric Solutions, Inc., throughout that company's eight-year tenure as a public company, including a number of years in which he served as audit manager.

Duckworth, a certified CPA, received a bachelor's degree in business administration, accounting and a master's degree in accountancy from the University of Tennessee.

MITCH EDGORTH

COO, Vanderbilt University Medical Center



Edgorth serves as the COO of Vanderbilt University Medical Center (VUMC). With nearly 600 licensed beds, VUMC annually serves 40,000 admissions, 60,000 emergency room visits and 40,000 surgeries. It has the only Level 1 trauma center and dedicated burn unit in the region.

Prior to joining Vanderbilt, Edgorth spent three years as regional vice president with Quorum Health Resources overseeing 13 hospitals in Kansas, Colorado, New Mexico and Arizona. He worked in tandem with the hospitals' on-site leadership teams to help drive long-term success through ongoing quality, financial and operational measurement and improvement. Edgorth also spent seven years with Tenet Health System where he served for nearly five years as CEO of Dallas, Texas' Doctors Hospital at White Rock Lake. During his service as CEO, Edgorth was appointed to the Tenet Council of CEOs, a select group of hospital CEOs charged with providing insight and direction to Tenet's corporate executives on various operational and strategic initiatives. Edgorth also served as a director in the Office of the President and CEO for Tenet as well as COO for Doctors Hospital at White Rock Lake.

Edgorth started his health care career at Duke University Health System in various positions from 1998 to 2002.

Edgorth has been selected to participate in the Vanderbilt Leadership Academy - Class of 2014. He received the Young Alumnus of the Year Award from Lipscomb University in 2012 and the *Dallas Business Journal's* "40 Under Forty" award in 2009. He is also a graduate of Leadership Dallas, Class of 2007. He served on the Advisory Board of the Dallas Coalition to Prevent Childhood Obesity. Edgorth also served as a project advisory member to the National Patient Safety Foundation from 2005 to 2006.

DAVID FREDERIKSEN

President and CEO, PatientFocus



Frederiksen is president and CEO of PatientFocus, a Nashville-based medical billing company. Most recently, Frederiksen served as COO of Insight Healthcare Financial, Inc., a Nashville-based health care finance company.

Frederiksen has nearly 20 years of health care experience including strategy consulting, financial analysis, credit underwriting, lending, workouts and restructurings. He has managed projects for companies across the United States.

Previously, Frederiksen was with the Pine Creek companies, most recently as co-founder and COO of Pine Creek Healthcare Capital, LLC. While at Pine Creek Healthcare Capital, a specialized lender to rural hospitals, Frederiksen developed the first credit rating technology for critical access hospitals to have ever been accepted by both Fitch and Moody's for the basis for assigning shadow-ratings to these hospitals.

Prior to that, Frederiksen was with Phyve Corporation, a company focused on HIPAA compliance for online health care applications, and the Medstat Group, a health care information subsidiary of Thomson Reuters. Frederiksen began his career with Loudon & Company.

Frederiksen is a founding board member of Leadership Health Care and is the founder and past president of the Vanderbilt Healthcare Alumni Association. He received an MBA from the Owen Graduate School of Management at Vanderbilt University. Frederiksen earned his bachelor's degree from Denison University.

ROBERT GALLAGHER

Division Vice President, DaVita



Gallagher serves as group regional operations director for Fortune 500 health care provider DaVita where he currently oversees 30 dialysis clinics in Arkansas. Previously, Gallagher oversaw operations for 18 dialysis clinics in the Middle Tennessee and Northern Alabama regions.

Prior to DaVita, Gallagher also worked in Michigan with roles in finance at the Ford Motor Company and as an applications engineer for Robert Bosch, LLC.

He holds a bachelor's degree in mechanical engineering from the University of Michigan College of Engineering and an MBA from the Michigan's Stephen M. Ross School of Business.

PAUL GILBERT

Executive Vice President and Chief Legal Officer, LifePoint Hospitals



Gilbert is executive vice president and chief legal officer for LifePoint Hospitals. Gilbert has also served as LifePoint's chief development officer. During his time as chief development officer, LifePoint created, negotiated and entered into Duke LifePoint Healthcare, its innovative partnership with Duke University Health System.

Previously, Gilbert was a partner in the health care transactions section of Waller Lansden Dortch & Davis, LLP. As a partner, he was twice elected to the firm's five-member board of directors. At Waller, Gilbert advised hospitals and health care systems in the acquisition, affiliation, joint venture, sale or merger of acute care hospitals and behavioral or psychiatric hospitals.

In 2012, he was named by Corporate Board Member as one of the America's top "GCs to Watch." While in private practice, Gilbert received numerous consecutive placements on The Best Lawyers in America (Woodward White) and Chambers USA: America's Leading Lawyers for Business. He was also a frequent writer and speaker on corporate governance matters and served as a faculty member of The Governance Institute.

Gilbert received a bachelor's degree with honors in politics from Wake Forest University, and a J.D. from Vanderbilt University School of Law, where he graduated Order of the Coif.

MEAGHEN GREENE

Senior Vice President, Strategy and Marketing, American HomePatient



As senior vice president, strategy and marketing of American HomePatient (AHOM), one of the nation's largest respiratory equipment providers, Greene is responsible for sales, marketing and managed care. She brings strong expertise in product development to

the organization, and her strategies, planning and execution have been instrumental to AHOM's growth since 2000. Greene created the largest product line for the company, effectively growing revenue while maintaining profitability during industry changes and declining reimbursements.

Greene has more than 21 years of health care experience with both payor and provider organizations. Previously, Greene was responsible for strategic development for Phylve Corporation. Prior to that, Greene served as vice president of managed care for Willis. She started her career at Saint Thomas Hospital, analyzing operational improvements for multiple departments in the acute care setting.

Greene has served the community through membership on the board of directors for the Children's Hospital at Vanderbilt, the Junior League of Nashville and the Girl Scouts of Middle Tennessee. Greene holds a master's degree in health and hospital administration from Xavier University and an MBA from the Owen Graduate School of Management at Vanderbilt, where she also received her bachelor's degree in economics.

ROBERT HARRIS

Partner, Waller



Harris is a partner at Waller where he is a senior partner in the firm's finance and restructuring practice and provides advice and counsel on strategic acquisitions, investments and complex commercial finance transactions to health care companies, private equity firms, banks and health care specialty lenders.

Harris also serves on Waller's board of directors.

Harris carries deep relationships within the health care services, investment banking, private equity and commercial lending communities throughout the United States. These relationships and his extensive transactional experience enable Harris to assist companies, investors and entrepreneurs in achieving strategic objectives through mergers, acquisitions, joint ventures and recapitalizations, as well as public and private equity and debt financing.

Harris is distinguished nationally for his experience in the health care industry, particularly with respect to commercial finance transactions. He is recognized in Chambers USA: America's Leading Lawyers for Business and The Best Lawyers in America.

Previously, Harris practiced law in the Washington, D.C., office of Skadden, Arps, Slate, Meagher & Flom. Harris earned his J.D. from Columbia University and his bachelor's degree, magna cum laude, from Dartmouth College.

DANIEL HART

Vice President, Corporate Development, MEDHOST



Hart has more than 17 years of experience in the consulting, general technology and health care technology fields, with executive leadership experience in start-up, middle market and Fortune 50 company settings. He is currently vice president of corporate development for MEDHOST. In

this role, Hart is responsible for working with the company's executive team to develop and execute corporate strategy. His responsibilities include identifying and vetting new health care technology opportunities for MEDHOST, leading acquisition and strategic partnership activity, as well as leading various strategic business initiatives.

Previously, Hart spent nine years at Dell Inc., working in a variety of roles in Dell's marketing and sales divisions. While at Dell, Hart owned and managed and was directly responsible for key product lines and their associated financial performance. Hart also led Dell's U.S. Corporate Channel Marketing team, helping to develop Dell's corporate channel strategy. Prior to Dell, Hart worked as a consultant and analyst at the Spectrem Group, an entrepreneurial management consulting firm in the banking industry.

Hart has an MBA from the Owen Graduate School of Management at Vanderbilt University and a bachelor's degree from Washington & Lee University.

SCOTT HUEBNER

President, Operations, Cigna-HealthSpring



Huebner is president of operations for Cigna-HealthSpring. Previously, he served as executive vice president of HealthSpring, before it was acquired by Cigna. In his current role, Huebner oversees strategic planning and operations for the enterprise at regional and national levels.

Since HealthSpring launched in 2000, Huebner has served in various roles, including president for the Texas division, one of the largest Medicare and Medicaid markets for the company. Under Huebner's leadership, the company experienced significant growth, financial success and recognition among Fortune 500 companies. In addition, Huebner simultaneously served as president of GulfQuest, a Cigna-HealthSpring company that provides administrative and management functions for health care entities including HMOs and IPAs.

Prior to joining Cigna-HealthSpring, Huebner was senior administrator for North American Medical Management, an independent physician management company. He has also served as president for the Central Houston Independent Physician Organization and the Metropolitan Independent Physician Organization.

Huebner graduated from Texas A&M University with a bachelor's degree in business administration and marketing, as well as an international business certification.

ANGELA HUMPHREYS

Member, Bass Berry & Sims



Humphreys is a member of both the health care and corporate departments of Bass Berry & Sims, where she focuses her legal practice on the representation of health care companies in M&A, joint ventures, public debt and equity offerings, private placements of securities and corporate governance and public company

disclosure matters. She leads interdisciplinary teams in the acquisition and disposition of hospitals, surgery centers, behavioral health facilities, managed care plans and other health care companies.

Humphreys serves as chair of the Health Care M&A Committee and vice chair of the Health Law and Life Sciences Committee of the Business Law Section of the American Bar Association. She is past chair of the health care industries practice group for Lex Mundi, the world's leading association of independent law firms.

Humphreys is listed in Chambers USA: Best Lawyers (Corporate Law, Health Care Law and M&A Law), Lawdragon 500 "New Stars, New Worlds," Nashville Business Journal "Best of the Bar" and Mid-South Super Lawyers "Rising Stars."

Humphreys is active in non-profit and community service. She is chair elect of the board of directors of the American Heart Association Mid-South Chapter and also serves on the board of directors of Youth About Business and Nashville Public Radio. Humphreys earned both her bachelor's degree and J.D. from the University of Tennessee.

JOHN MAKI

Vice President, Sales, BlueCross BlueShield of Tennessee



As vice president of sales with BlueCross BlueShield of Tennessee, Maki is responsible for new account sales and existing account retention for all accounts. He also has responsibilities for the individual sales market and the ancillary division. His primary responsibilities

include the implementation, growth and retention of all regional accounts as well as the broker and consultant relationships within these accounts.

Previously, Maki held various roles, including regional and major account sales, for the west region of Tennessee. Before joining BlueCross, he was a marketing executive for Humana with responsibilities for developing the intermediate, large and major markets in Tennessee and Mississippi. Prior to Humana, he was the director of key accounts for United HealthCare with responsibilities for sales and account management for Tennessee and Arkansas.

He is a volunteer with Muscular Dystrophy Association, the Leukemia Society and the Make-A-Wish Foundation. He is also on the Junior League Memphis President's Society, a Leadership Memphis nominee, a Leadership Academy nominee, a member of the National Association of Health Underwriters and is on the Greater Memphis Chamber Advisory Board.

WILL MORROW

Vice President, Development, HCA



Morrow joined HCA in 2011 as vice president of development to manage M&A transactions and innovation improvement. Morrow's role combines experience derived from his broad industry exposure, including high-level strategic management as well as detail-oriented focus on the fundamental

elements of the transactions that feed the strategy.

His transaction experience includes a broad range of investments and acquisitions, including venture capital, private equity and strategic acquisitions in various industries such as revenue cycle management, health care information technology, medical devices, alternative site care, physician practice acquisition and multiple service sectors. Morrow's non-health care transaction experience includes acquisitions in Europe, Asia, Australia and South America.

Prior to joining HCA, Morrow served as a corporate attorney with firms in New York, London and Nashville, and worked extensively with HCA as an advisor and service provider. Before joining the bar, he served as a development and corporate finance officer for a large southeastern bank.

He has a J.D. from Tulane University, an MBA from the University of Alabama and a bachelor's degree in economics from Vanderbilt University.

ERIC PAUL

Senior Vice President and Chief Managed Care Officer, IASIS Healthcare



As senior vice president and chief managed care officer for IASIS Healthcare, Paul is responsible for cultivating relationships with national managed care organizations in support of company's mission to provide high quality, affordable care, and for expanding the company's strategies around

contracting for value-based reimbursement.

Paul also leads the development and implementation of the company's hospital managed care initiatives, policies and programs, and coordinates, manages and negotiates the managed care contracts for the 17 IASIS hospitals across the country.

Before joining IASIS in 2011, Paul worked with UnitedHealth Group Corporation (UHG) as the COO of the payment cycle management division of Ingenix, a leading provider of health care information, technology and consulting services. For UHG, he also served as CEO of the Tennessee and Iowa divisions of AmeriChoice. Prior to UHG, he served as vice president of network development for Amerigroup Corporation and vice president of managed care services for Quorum Health Resources.

Paul holds an Executive Health Care Management Certificate from the University of Southern California, a master's degree in health administration from the University of La Verne and a bachelor's degree in financial management from California State University.

J. EDWARD PEARSON

Senior Vice President and COO, HealthStream



As senior vice president and COO of HealthStream, Pearson is responsible for day-to-day operations throughout HealthStream, with executive oversight of the company's human resources, consulting, client services, research operations, product management and marketing departments. Prior to this position, Pearson served as president of

HealthStream's survey research business segment.

Pearson has served in an executive capacity for both publicly traded and privately owned companies over a 22-year career, including Criterion Health Strategies, co-founded with Atlanta based HIE, Inc. Pearson was named CFO of HIE after it purchased Criterion.

In 1999, Pearson joined HCA's internal team responsible for evaluating various hospital operations and the launch of a "dot com" business. Pearson served as CEO and led the business plan development and launch of [empactHealth.com](#). Within months of launching, [empactHealth.com](#) and GPO-owned Premier Health Exchange merged with venture-backed [Medibuy.com](#), where he served as CEO.

Prior to that, Pearson served as CFO with Inforum. Pearson began his career as a certified public accountant with William Puryear & Company, where he worked with entrepreneurs and start-up companies developing business plans for early stage businesses, many serving the health care industry.

Pearson graduated with a bachelor's degree in business administration, accounting from Middle Tennessee State University.

ROSEMARY PLORIN

President, Lovell Communication



A seasoned public relations and crisis communication expert, Plorin, president at Lovell, leads the company's health care division and offers 20 years of marketing, communications, issues management and traditional and social media relations experience in the private and public sectors.

Specializing in health care crisis management and corporate communications, Plorin has worked with hospitals, nursing homes, post-acute and long-term acute care facilities on extensive communications issues, including M&A, labor negotiations, local, state and federal government relations, regulatory issues and business development.

Plorin has presented to business groups, trade organizations and classes at Belmont University and Vanderbilt University Owen Graduate School of Management. She has served as faculty and guest presenter in webinars and conferences presented by the American Health Lawyers Association, American Bar Association, Federation of American Hospitals, Federation of American Regulatory Boards, the National Association of Boards of Pharmacy, Federation of State Medical Boards, Modern Healthcare, Public Relations Society of America and the International Association of Business Communicators.

Plorin is a graduate of Denison University. She serves on the boards of Homework Hotline, the Governing Committee for Clinical and Pastoral Education and the Business Council for Hope Park Church. She was recognized as a "40 Under 40" in both Dayton and Nashville.

KIRK PORTER

Senior Vice President, Bank of America Merrill Lynch



Porter is a senior vice president with Bank of America Merrill Lynch where he focuses on the banking and investment banking needs of for-profit health care companies in and around Tennessee.

Porter began his banking career with First American Bank where he spent a number of years in health care lending before founding the bank's loan syndication group. In 1995, he moved to St. Louis-based Mercantile Bank (later US Bank) where he started the bank's Capital Markets Group. As executive vice president at US Bank, Porter's responsibilities included managing loan syndications, private placements, interest rate derivatives as well as the bank's approximately \$1 billion portfolio of venture capital investments and direct equity investments.

Porter serves on the Leadership Council of Bank of America's specialized industries group and is Series 7 and 63 licensed.

Porter previously served on the board of the Nashville Health Care Council, the advisory boards of Montgomery Bell Academy, SPP Capital Partners and Northstar Capital and has served as president of Bankers Association for Corporate Finance. He is also an alumnus of Leadership Nashville.

Porter is a graduate of Montgomery Bell Academy and Vanderbilt University.

ED POWELL, PH.D.

Chairman, eMD



Powell is the chairman of eMD, a leading provider of business intelligence solutions for the health care market. He also is the CEO of IPX, a provider of intellectual property management solutions for leading universities. For the past 20 years he has started companies that apply

various forms of model-based artificial intelligence to help organizations improve performance. These companies provide solutions ranging from optimizing service supply chains to forecasting demand in large scale health care networks.

Prior to his move to the commercial sector, Powell was a research scientist at the Massachusetts Institute of Technology's Lincoln Laboratory. His work focused on large scale data fusion and the application of artificial intelligence to the command and control of classified satellite systems.

Powell serves as a member of the board of trustees and chairman of the Annual Fund for Montgomery Bell Academy. He received his master's and doctoral degrees in aerospace engineering from the University of Texas at Austin and a bachelor's degree in aerospace engineering from Auburn University.

PAUL REIN

CFO, Sarah Cannon Research Institute



Rein accepted the position of CFO for Sarah Cannon and Sarah Cannon Research Institute in January 2013. Prior to accepting this position, he served as CFO for HCA – Information Technology & Services, Inc. (IT&S). In that position, he was responsible for leading the financial

management, portfolio management, risk management, contract management, resource management and performance management functions for IT&S.

Rein came to HCA from The North Highland Company, a leading management and technology consulting organization. He was a vice president in that organization, serving leading health care and other organizations in Nashville including HCA, Healthways, Renal Care Group, Vanguard, IASIS, Spheris, O'Charley's and Gaylord.

He is a certified public accountant in the state of Georgia and completed his MBA at Georgia State University with a major in decision sciences. His bachelor's degree is from Eastern Michigan University with majors in accounting and operations research and information systems. He is also a board member for Vision Consulting, LLC and the Nashville Children's Alliance.

DAVID ROGERO

Principal, Cressey & Company



Rogero is a principal at Cressey & Company, responsible for evaluating and executing investment opportunities as well as monitoring portfolio companies. He has been working with the Cressey & Company team since 2002 when he joined Thoma Cressey Equity Partners (and later

Thoma Cressey Bravo) as an associate. Rogero previously worked at Whole Health Management, an operator of employer-sponsored health centers, and in the investment banking group of Credit Suisse.

Rogero earned an MBA from Harvard Business School and a bachelor's degree in business administration, summa cum laude, from the University of Notre Dame.

TAMMY STEPHENS

Senior Vice President, Operations Finance, Healthways



Stephens is senior vice president of operations finance for Healthways, where she manages finance functions and resources across all domestic markets, oversees the annual budgeting process and supports investor relations and public reporting for consolidated enterprise.

Previously, Stephens was assistant controller for durable medical equipment company American Homepatient and prior to that worked in the audit division at Arthur Andersen & Company.

She is a C.P.A. and holds a bachelor's degree in business administration from the University of Cincinnati.

CATHY R. TAYLOR, DR.PH., M.S.N., R.N.

Dean, College of Health Sciences, Belmont University



Taylor is dean of the College of Health Sciences at Belmont University. Previously, she served as assistant commissioner for the Tennessee Department of Health's Bureau of Health Services Administration.

Prior to that, Taylor was an assistant professor at Vanderbilt University School of Nursing, director of the Meharry-Vanderbilt Alliance Disease Management Program, and she held administrative, supervisor and clinical positions at Alvin C. York VAMC, Fentress County Hospital, Middle Tennessee Medical Center and Hendersonville Community Hospital.

In 2006, Taylor was appointed by Governor Phil Bredesen to chair the Tennessee Center for Diabetes Prevention and Health Improvement Board. In addition, she served as a consultant on projects for the U.S. Department of Health and Human Services, Health Resources and Services Administration's Maternal and Child Health Bureau Leadership Institute and China's Ministry of Health.

Taylor holds a doctorate of public health degree from the University of Alabama at Birmingham and completed a post-doctoral fellowship at Vanderbilt University. She earned a master's degree in nursing from the University of Tennessee, Memphis, a bachelor's degree in nursing from the University of Alabama, Huntsville and a bachelor's degree from Middle Tennessee State University.

MARTHA THORNE

General Manager, Allscripts



As the general manager for the operational and care logistics business unit of Allscripts, one of the nation's leaders in health care IT, Thorne has full profit and loss responsibilities and direct strategy and execution across the portfolio of solutions that facilitate care coordination,

patient throughput and operational excellence. Prior to this assignment, she served as vice president for solution sales and strategic initiatives.

In this role, Thorne oversaw the strategic planning and go-to-market strategies for the Allscripts solution set and strategic partner solutions company-wide across all venues of care.

Before joining the executive staff, she led the national account team that managed the development and success of the largest and most strategic clients during a time marked by enormous industry and company growth challenges and opportunities.

Thorne joined Allscripts management team in 1996 as Allscripts was just beginning to automate e-prescribing, which subsequently revolutionized the industry. Prior to joining Allscripts, she worked with leaders in the pharmaceutical and home health industries in business development roles, bringing her clinical expertise to support the advancement of their business.

DAVID VREELAND

Partner and Co-Founder, Cumberland Consulting Group



Vreeland is an experienced project manager and technology implementation consultant, specializing in the delivery of large health care provider transformation engagements with operational and technological components. He was formerly an executive with Ernst &

Young, playing a leading role in the firm's health provider technology enablement practice. He leads Cumberland's payor/provider practice sales, strategy and marketing activities.

Vreeland is experienced in inpatient, ambulatory and post-acute/hospice environments. He has led projects in complex business and clinical information systems implementation, practice management and ambulatory care system implementation, community health information network design and health care information systems strategy and selection. He is a certified project management professional, a certified professional in health information management systems and a published author and speaker on topics in the field of health care information technology, trends and strategy.

Vreeland holds a bachelor's degree from the University of Notre Dame and a master's degree in health administration from Washington University's School of Medicine. He is a member of the American College of Healthcare Executives, the Healthcare Information Management Systems Society, the Project Management Institute and the Healthcare Financial Management Association.

MICHAEL WIECHART

President and CEO, Capella Healthcare



Prior to his role as president and CEO of Capella, Wiechart was senior vice president and COO. As COO, Wiechart was responsible for hospital operations, quality improvement, supply chain, revenue cycle, managed care operations and labor productivity initiatives, as well as having

significant involvement in merger and acquisition activities.

Wiechart's career in health care began as controller for a hospital in Statesville, N.C. He then served at various HCA facilities as CFO for HCA's Chattanooga market and as vice president for the company's Cumberland Division. He was also vice president of operations for Province Healthcare and senior vice president and group president for LifePoint Hospitals.

Wiechart serves on the board of governors for the Federation of American Hospitals, which represents over 1,100 hospitals, and the organization's Rural Hospital Committee.

Wiechart earned his bachelor's degree in accounting from the University of Kentucky and is a certified public accountant (inactive). He also earned a Lean Healthcare Certificate from the University of Tennessee. He has served on the boards for Big Brother Big Sister organizations in two states, as well as volunteering with the United Way. He is currently chairman of the board of directors for the United Way of Williamson County.

HERMAN WILLIAMS, M.D.

CMO, RegionalCare Hospital Partners



Williams is the first CMO for Brentwood-based RegionalCare, which runs eight hospitals in seven states. He previously served as corporate vice president for medical affairs at Vanguard Health Systems and prior to that was CMO for the San Antonio-based Baptist Health System.

Williams has more than 14 years of experience as a physician executive in hospital operations and developing innovative strategies to maximize physician hospital integration. He has a broad understanding of public health and policy issues and vast experience working with physicians and clinicians across a health care system.

Williams graduated with honors and earned his medical degree from the Boston University School of Medicine and has a master's degree in public health, with a focus on health policy and management from Harvard University School of Public Health as well as an MBA from the Washington University Foster School of Business.



ALUMNI ENAGAGEMENT



ALUMNI SPOTLIGHT

The Fellows program has had a lasting impact – both personally and professionally – on its graduates. Many alumni have implemented what they learned through the program at their respective organizations and continue to benefit from the ongoing engagement and interaction with their peers.



FELLOWS ALUMNI

“Fellows provided real-world, candid conversations with industry leaders that have greatly benefited my organization during a time of continuous disruption in our nation’s health care delivery system.”

Shawn Morris

Chief Operating Officer
Cigna-HealthSpring

“The Fellows program has impacted me in many unexpected ways, most notably by influencing my leadership style. ”

Laura Beth Brown

Vice President
Vanderbilt Health Services
President
Vanderbilt Home Care Services

Merrick Axel,
Cressey & Company

Bo Bartholomew,
PharmMD

Laura Beth Brown,
Vanderbilt University Medical
Center

Molly Cate,
Jarrard Phillips Cate & Hancock

Chris Cigarran,
Healthways

John Doulis, M.D.,
MedCare Investment Group

Todd Falk,
DaVita

Adam Feinstein,
LabCorp

Stephen Flatt,
National HealthCare Corporation

Darin Gordon,
State of Tennessee

Michael Hill,
Harwell Howard Hyne Gabbert
& Manner

Grant Jackson,
Council Capital

Hans Kestler,
BioMimetic Therapeutics

James Lakes,
Microsoft Corporation

Fletcher Lance,
North Highland

Ted Lomicka,
Community Health Systems

Evans Looney,
Humana

Osei Mevs,
Meharry Medical College

Shawn Morris,
HealthSpring

Frank Moser,
Aegis Sciences Corporation

Miriam Paramore,
MedHOK

Jim Parrott,
Ernst & Young

Clay Phillips,
BlueCross BlueShield of
Tennessee

Alan Poenitske,
MedSolutions

Bill Rutherford,
HCA

Michael Ryan,
Fifth Third Securities

Jeff Seraphine,
LifePoint Hospitals

Andrew Smith,
Brookdale Senior Living

Bryanie Swilley,
IASIS Healthcare

Chris Taylor,
Parallon Business Solutions

Brent Turner,
Acadia Healthcare

Mark Wainner,
AmSurg

Paul Wallace,
Heritage Group

THE 2015 CLASS

A large, stylized graphic of a leaf or branch, rendered in a light gray color, curves across the page from the bottom left towards the top right. The leaf has a smooth, flowing shape with a pointed tip and a curved stem.

The 2015 Fellows will bring together the next class of senior leaders 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 2015 Fellows opens fall 2014, 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 **www.healthcarecouncilfellows.com**. You can also send an email from that site to an applicant who you believe should be considered for the 2015 class. Applications will be reviewed by Nashville Health Care Council Fellows staff and directors, and each class will be approved by the Council Board of Directors Fellows Advisory Committee.

615-743-3140 | info@healthcarecouncil.com

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**



“Whether you work for a 10-person company, a giant health care corporation, a nonprofit or a government agency — to seize the new opportunities and meet the challenges of today’s market, we need to think and act like we’re running a startup.”

— Michael Burcham





“We cannot fix America’s health care problems without market-driven innovative forces. Government has a role but the market has proven models that work.”

— Kent Thiry



“If we build collectively on what we’re learning here, we can make a huge impact on the future of health care.”

—Sue Siegel



CHALLENGES MET. SOLUTIONS EXPLORED. COLLABORATION EXPANDED.

www.healthcarecouncilfellows.com