



**NASHVILLE**  
HEALTH CARE COUNCIL

**FELLOWS**

**CLASS OF 2015**



**CHALLENGES MET. SOLUTIONS EXPLORED. COLLABORATION EXPANDED.**



**In recent years, as the shifting landscape of health care continued to introduce new and complex challenges to the industry, leaders of Nashville’s dynamic health care community recognized the need to think differently about the future. Tomorrow’s leaders needed a place to come together today, to identify the trends and solutions the future would bring.**

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

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

The 2015 class joins a distinguished group of past graduates who are already applying their Fellows experience in the field.

## The Nashville Health Care Council Fellows Advisory Committee:

**William H. Frist, M.D.**

**(Council Fellows Advisory Committee Chairman)**

Former Majority Leader, U.S. 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 and CEO, Community Health Systems

## Partner Organizations



Dear Industry Colleagues,

At the heart of Nashville's vibrant health care community is a collective willingness to foster leadership in a nurturing environment. With that spirit in mind, three years ago, we started the Nashville Health Care Council's Fellows initiative. Our goal was to engage and educate those who will carry the industry forward.

Since that time, we have established a nationally recognized curriculum that is unparalleled in scope and diversity of content. As our nation's health care system faces transformations and complexities the likes of which we have never seen, the Fellows program has equipped another great class of leaders with the knowledge and network to lead health care organizations into the future.

Today, executives from all over the country recognize Fellows as a rare, highly valuable opportunity to learn, examine and exchange ideas. As industry shifts continue to unfold almost daily, we are already seeing the impact this program is making on today's health care industry.

This year's class brought together the nation's top minds from health care policy, business, academia and clinical medicine to think collaboratively and strategically about the future of our industry and the challenges before us – as well as the opportunities for improvement. Over the course of eight day-long sessions, the 2015 Fellows engaged in deep discussions about managing change, tackling problems and preparing for the strategic opportunities of the future.

Fellows has already proven to be a valuable, influential asset to the Nashville health care community. Yet, we still have work ahead of us. We are confident this program and its graduates will improve the nation's health care system – and that hospitals, boardrooms and C-suites of health care organizations across the nation will reap the benefits. And, as a result, Nashville will further strengthen its position as the nation's capital of health care and influence the delivery of quality patient care across the globe.

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 Management

## Industry Pressures

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

- » **The rise of the health care consumer**
- » **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 precision medicine**
- » **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 provided participants with an opportunity to share the challenges they are facing in this time of change, while learning from the tangible experiences of today's most prominent leaders. The 2015 class explored specific issues they face, including how to:

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

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



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**“Council Fellows is a chance to talk about things that are bigger than our companies, than what we do today. The Council’s Family Tree shows the great things that can come from opportunities to connect and build relationships within this community.”**

**Bill Carpenter**

Chairman and CEO, LifePoint Hospitals





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

Birthplace to innovative models in health care delivery, finance and technology, the future of Nashville's industry has never been brighter and the opportunities never greater. The Fellows initiative is a deliberate plan to ensure the next 50 years of Nashville health care are as dynamic as the last by equipping leaders with the tools and resources they will need to shape the future of the industry.

**LEGACY**



**“There is a huge opportunity in health care at this time. When you have tremendous change, you have tremendous opportunity.”**

**Governor Phil Bredesen**

**Being a leader is more challenging than ever before in today's global health care environment. Unprecedented change means that the future chiefs of the health care industry must embody a new set of skills, including collaboration, partnership and integration, to carry their organizations forward.**

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

# LEADERSHIP



**“Solving the consumer problem is key. Nothing else matters.”**

**Marcus Osborne**

Vice President of Health and Wellness, Payer Relations, Walmart

**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.

# INNOVATION




**Jonathan Bush**  
President and CEO  
athenahealth, Inc.

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

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

# ENTREPRENEURSHIP

A photograph of Joe Swedish, President and CEO of Anthem, speaking at a presentation. He is an older man with white hair and glasses, wearing a dark suit, white shirt, and patterned tie. He is gesturing with his hands as he speaks. In the background, a large screen displays a blue slide with the text "Leadership through culture" and a quote from him. The quote is: "We are facing both a renaissance and a revolution in health care right now. The market is changing fast and we must, as well." The screen also features three small images: a person's face, a person's hands, and a group of people.

**“We are facing both a renaissance and a revolution in health care right now. The market is changing fast and we must, as well.”**

**Joe Swedish**  
President and CEO, Anthem

**Leadership through culture**



**The health care industry is growing and changing, and the pace of change is only accelerating. To stay on top of it all, today's leaders must continue honing their leadership skills and growing as professionals.**

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

# GROWTH

### HEALTH INFORMATION TECHNOLOGY

Bill Brown  
Entrada

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Mark Harris, Ph.D.  
NextGxDx

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Kris Joshi, Ph.D.  
Emdeon

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Ken Misch  
MEDHOST

---

Saurabh Sinha  
emids

### HOME CARE AND HOSPICE

Mark Lamp  
American HomePatient

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Anna-Gene O'Neal  
Alive Hospice

### POPULATION HEALTH

Rebecca Dexter  
Healthways

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Beth Ratliff  
Premise Health

### RENAL CARE

Rachel Haithcoat  
DaVita HealthCare Partners

### GOVERNMENT

Wendy Long, M.D.  
State of Tennessee

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David Massaro  
VA MidSouth Healthcare Network

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William Paul, M.D.  
Metro Public Health Department

### LABORATORY SERVICES

Joel Galanter  
Aegis Sciences Corporation

### PHYSICIAN AND PRACTICE MANAGEMENT

Oran Aaronson, M.D.  
Vanderbilt University Medical Center

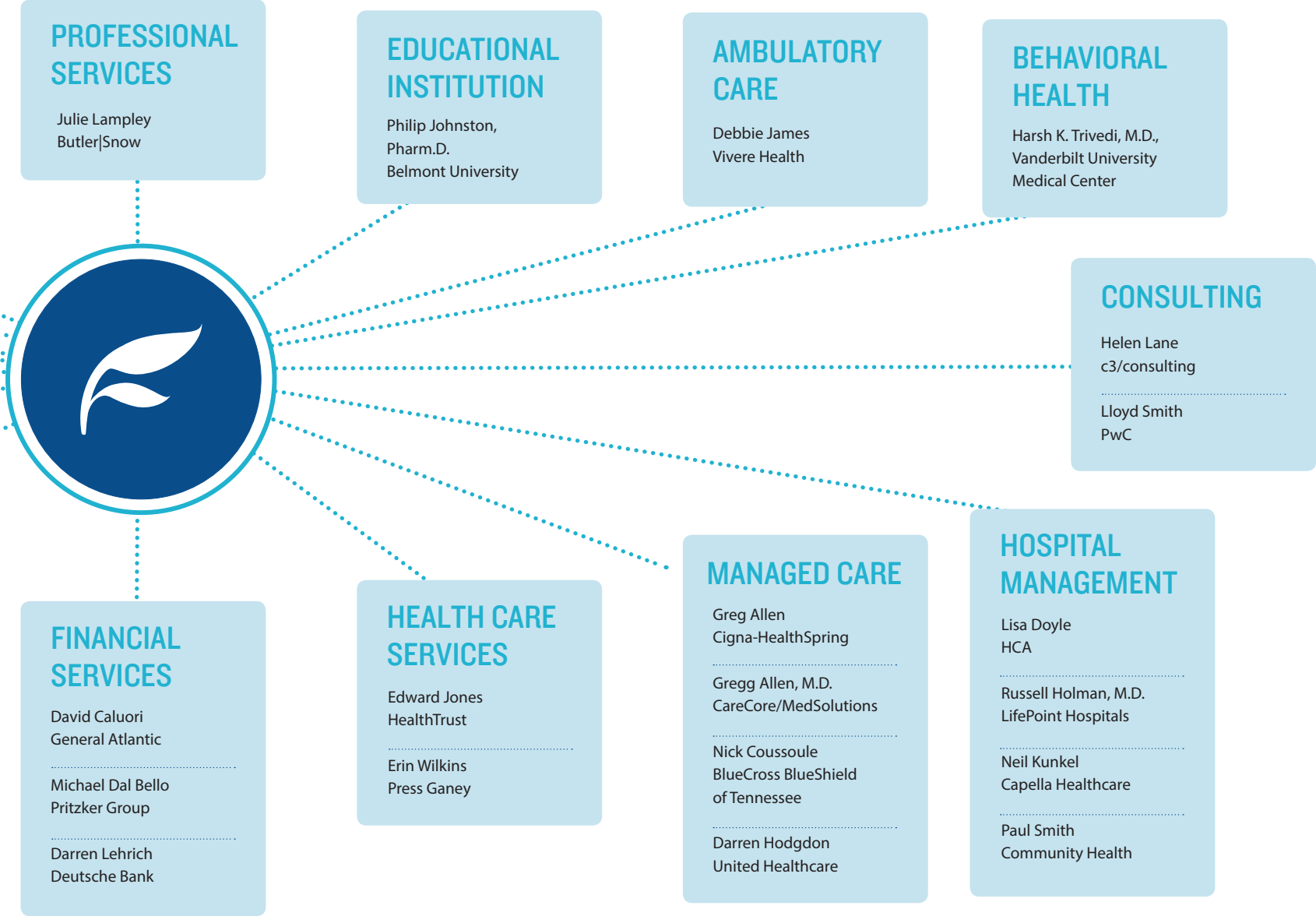
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Bill Baucom, M.D.  
Summit Medical Associates

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Michael Cuffe, M.D.  
HCA

**The 2015 Fellows class included 36 diverse health care leaders from across the country. They 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 the best of the best throughout the industry.**



**PROFESSIONAL SERVICES**

Julie Lampley  
Butler|Snow

**EDUCATIONAL INSTITUTION**

Philip Johnston,  
Pharm.D.  
Belmont University

**AMBULATORY CARE**

Debbie James  
Vivere Health

**BEHAVIORAL HEALTH**

Harsh K. Trivedi, M.D.,  
Vanderbilt University  
Medical Center

**CONSULTING**

Helen Lane  
c3/consulting

Lloyd Smith  
PwC

**FINANCIAL SERVICES**

David Caluori  
General Atlantic

Michael Dal Bello  
Pritzker Group

Darren Lehrich  
Deutsche Bank

**HEALTH CARE SERVICES**

Edward Jones  
HealthTrust

Erin Wilkins  
Press Ganey

**MANAGED CARE**

Greg Allen  
Cigna-HealthSpring

Gregg Allen, M.D.  
CareCore/MedSolutions

Nick Coussoule  
BlueCross BlueShield  
of Tennessee

Darren Hodgdon  
United Healthcare

**HOSPITAL MANAGEMENT**

Lisa Doyle  
HCA

Russell Holman, M.D.  
LifePoint Hospitals

Neil Kunkel  
Capella Healthcare

Paul Smith  
Community Health



“Our competitors are not other hospitals, but other models of care delivery. Hospital use is going down while other types of care are going up. We must adapt to these trends in order to be successful in the future.”

– Bob Henkel  
President and CEO, Ascension Health



**Bob Henkel**  
President and CEO  
Ascension Health



**Henry DePhillips**  
CMO  
Teladoc



“The Fellows program is eye-opening, in terms of gaining a better understanding of the many facets of our industry and the various ways we are all striving to improve patient care. I am confident the real-world lessons I gained from this experience will enable me to position my organization for success in the future.”

– Mark Harris  
Founder and CEO, NextGxDx  
2015 Fellow

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

– Anna-Gene O’Neal  
CEO, Alive Hospice  
2015 Fellow



Henry DePhillips  
Date: April 24



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

**Senator Bill Frist, M.D.**

# 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.

**“The health care system is shifting to a model where patients are becoming consumers, demanding value and transparency like never before. The industry must deliver health care in very different ways in the future to meet these new standards.”**

**Professor Regina Herzlinger**  
Harvard Business School



# FACULTY



**Governor Phil Bredesen**

**Denis Budniewski**

Director of Account Leadership and Growth,  
Campbell Mithun

**Michael Burcham**

President and CEO, EC

**Jonathan Bush**

President and CEO, athenahealth, Inc.

**Bill Carpenter**

CEO, LifePoint Hospitals

**United States Representative Jim Cooper**

**Chris Dancy**

Chief Digital Officer and Senior Vice President,  
Healthways

**Jana Davis**

Vice President of Corporate Communications and  
Marketing, HCA

**Henry DePhillips**

CMO, Teladoc

**Brian Evanko**

President, U.S. Individual Segment , Cigna  
Corporation

**Dr. Paul Farmer**

Professor of Global Health and Social Medicine,  
Harvard University

**Dr. Thomas Frieden**

Director,  
Centers for Disease Control and Prevention

**Senator Bill Frist, M.D.**

Former Majority Leader, U.S. Senate

**David Goldhill**

Author, "Catastrophic Care"

**Darin Gordon**

Director Health Care Finance and Administration,  
State of Tennessee

**Professor Regina Herzlinger**

Harvard Business School

**Professor Steve Hoeffler**

Owen Graduate School of Management,  
Vanderbilt University

**Robert Henry**

President and CEO, Diatech

**Elizabeth Holmes**

Founder and CEO, Theranos

**Bob Henkel**

President and CEO, Ascension Health

**Chip Kahn**

President and CEO, American Hospital Federation

**Ben Leedle**

CEO, Healthways

**John Lowry**

Vice President, External Affairs, Lipscomb University

**Dr. Randy Lowry**

President, Lipscomb University

**Frank Luntz**

Political Consultant, Pollster and Strategist

**Charlie Martin**

CEO, Martin Ventures

**Mike Neeb**

President and CEO, HCA International

**Marcus Osborne**

Vice President of Health and Wellness, Payer  
Relations,  
Walmart

**James Stover**

Vice President, Life Sciences, Aegis Sciences

**Joe Swedish**

President and CEO, Anthem

**Professor Larry Van Horn**

Owen Graduate School of Management,  
Vanderbilt University



# THE FELLOWS

## ORAN AARONSON, M.D.

Medical Director, Vanderbilt Spine Center, Vanderbilt University Medical Center



Aaronson joined Vanderbilt University Medical Center (VUMC) in 1998 and today serves as residency program director for neurosurgery and medical director of the Vanderbilt Spine Center, while also operating a clinical practice.

A London native, Aaronson also lived in Israel and served in the Israeli army from 1986 to 1989. He has served as the chair of the House Staff Advisory Council for VUMC, the Tennessee Resident Representative for the American Medical Association and on the Surgical Advisory Board for the Veterans Administration System.

Aaronson received a master's degree in health care management from Vanderbilt University's Owen Graduate School of Management, a medical degree from the University of London, St. Bartholomew's and the Royal London Hospitals, and a bachelor's degree in biomedical sciences from the University of London, King's College.

## GREG ALLEN

General Manager, Cigna-HealthSpring



As the general manager of the central division of Cigna-HealthSpring, Allen is responsible for operations and results relating to the senior segment in Tennessee, Alabama, Mississippi, northwest Florida and some surrounding metro areas. His responsibilities include market share

penetration, network management, medical management, quality and compliance.

Prior to joining Cigna-HealthSpring, Allen served as director of finance for North American Medical Management. He began his career as a corporate accountant in the oil and gas industry before joining the health care industry as a financial analyst for Prudential Healthcare/Aetna Healthcare U.S.

Allen is a C.P.A. and received a bachelor's degree in accounting from Abilene Christian University. He serves on community boards, including the American Heart Association in Middle Tennessee and Youth Encouragement Services.

## GREGG ALLEN, M.D.

Executive Vice President and Chief Medical Officer, CareCore/MedSolution



Allen is chief medical officer at CareCore/MedSolutions, the leading specialty benefit management company formed as a result of the recent merger of CareCoreNational and MedSolutions. Allen has responsibility for all clinical programs, clinical operations and a staff of more than 600 nurses and more than 150 full-

time physician medical directors. Allen's department is charged with quality assurance and accreditation activity for the company, that is accredited by the Utilization Review and Accreditation Commission (URAC) and the National Committee for Quality Assurance (NCQA).

Prior to leading the startup of MedSolutions, Allen served as vice president of medical services for Coventry Corporation, as physician-in-charge of network operations for Health America of Pennsylvania, and as medical director of Health Assurance. He began his medical career in family medicine at the Public Health Service in New Mexico and later served as an emergency medicine physician in Pittsburgh, Pennsylvania.

Allen holds a medical degree from Jefferson Medical College and University and a bachelor's degree in psychobiology from Oberlin College. He is an adjunct faculty member at both the Vanderbilt School of Medicine and the School of Nursing, and is an editorial board member of the Journal of Population Health.

## BILL BAUCOM, M.D.

Managing Partner and President, Summit Medical Associates



Baucum is a founder of Summit Medical Associates, the largest solely primary care practice in Nashville, and serves as managing partner and president. Under his leadership, Summit Medical Associates has expanded from four physicians to 16 physicians and 80 employees, created a hospitalist service and

achieved Level III Patient Centered Medical Home certification. He has been in full-time practice as a primary care internist since 1985.

Baucum currently sits on the BlueCross BlueShield of Tennessee Patient Centered Medical Home Physician Advisory Board and on the Board of Synergy/Healthspring in Nashville, where he is the chairman of the contracting and credentialing committees. He holds a medical degree from the University of Tennessee College of Medicine, a master's degree in liberal arts and science from Vanderbilt University and a bachelor's degree in biology from David Lipscomb College.

## BILL BROWN

CEO, Entrada



Since 2010, Brown has served as the CEO of Entrada, a health care workflow and IT company with a mobile platform that enables physicians and organizations to embrace a digital health strategy. During his tenure, Entrada has been recognized on the Inc. 500 list as the fastest growing private company in

Tennessee and by Modern Healthcare as one of the “100 Best Places to Work in Healthcare” in 2014.

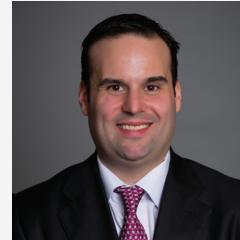
Brown has more than 30 years of experience in company leadership and management across multiple industry segments. Prior to joining Entrada, he founded A2B Advisors, a consulting firm with a strong health care emphasis. During this time, he served on the task force that designed and established the Nashville Entrepreneur Center.

Brown also served as CEO of PriCare, a physician practice management company operating in seven states. Brown began his career at PricewaterhouseCoopers, where he received a C.P.A. designation.

Brown also serves on the board of directors of ChartWise, a clinical documentation improvement company located in Providence, Rhode Island, and the Mental Health Cooperative, a local outpatient behavioral health organization. He is a certified trainer for Steven Covey's three-day courses in The Seven Habits of Highly Effective People and Principle Centered Leadership. Brown earned a bachelor's degree in accounting from Murray State University.

## DAVID CALUORI

Principal, General Atlantic



As a principal at General Atlantic, Caluori spends his time investing in companies across the health care ecosystem and supporting their strategic direction and growth initiatives.

Prior to joining General Atlantic, Caluori spent nine years at Welsh, Carson, Anderson & Stowe, where he focused exclusively on the firm's health care investment activities, with particular focus in the medical technology, laboratory diagnostics and post-acute sectors. Caluori previously held health care investment banking positions at Jefferies in New York City and Piper Jaffray in Minneapolis.

Caluori mentors health care startups in New York City as part of the Blueprint Health Program. He holds a bachelor's degree in economics from Brown University.

## NICK COUSSOULE

Senior Vice President and CIO, BlueCross BlueShield of Tennessee



As senior vice president and CIO at BlueCross BlueShield of Tennessee (BCBST), Coussoule is responsible for all aspects of information systems and business engineering, including IT applications, IT infrastructure, IT operations, technology vendor management, business continuity and disaster recovery

and security. Coussoule is also a member of the Corporate Leadership Council of BCBST and an officer of the IT Roundtable, comprised of the senior most technology professionals of all 37 BlueCross and BlueShield affiliated companies across the U.S.

Previously, Coussoule served in the same positions at Crawford & Company and TELTEK, Inc. Coussoule's experience includes mergers and acquisitions, major program implementations and significant transformations across a broad range of industries in the United States and Europe.

Coussoule has served as a board member of the Chattanooga Symphony & Opera and WTCI/PBS. He earned a bachelor's degree with honors in economics and mathematics from Dartmouth College.

## MICHAEL CUFFE, M.D.

President and CEO, Physician Services, HCA



Cuffe is president and CEO of HCA's Physician Services group, where he oversees HCA's physician agenda including employed and managed providers, provider recruitment, hospital-based physician services, emergency department call, provider-staffing joint ventures, graduate medical education, quality

and government program compliance.

Previously, Cuffe spent 20 years at Duke University School of Medicine and Health System, where he held a number of positions, including CMO, vice dean, vice president of medical affairs and vice president of ambulatory services.

Cuffe is a member of several professional organizations including the American Medical Association, American College of Cardiology, Medical Group Management Association and Network for Excellence in Health Innovation, where he is also a corporate board member. He holds an M.B.A. from Duke University Fuqua School of Business, a medical degree from Duke University School of Medicine and a bachelor's degree from the Massachusetts Institute of Technology.

## MICHAEL DAL BELLO

Partner, Pritzker Group



Dal Bello is a partner at Pritzker Group, a private investment firm based in Los Angeles and Chicago, and leads the health care investment team responsible for sourcing and executing health care investments.

Before joining Pritzker Group, Dal Bello served as a managing director at the Blackstone Group, where he was involved in all aspects of sourcing, evaluation and monitoring of investment opportunities across a broad range of industries, with special focus on health care products and services. He has also held positions at Hellman & Friedman, Bain & Company and the China Center for Economic Research at Peking University in Beijing.

Dal Bello is a member of the Council on Foreign Relations and president of the Healthcare Private Equity Association. He received an M.B.A. from Harvard Business School, a master's degree in philosophy, politics and economics from Oxford University and dual bachelor's degrees in economics and international relations from the University of Pennsylvania.

## REBECCA DEXTER

Vice President, Market Performance and Account Management, Healthways



As vice president of market performance and account management at Healthways, Dexter is responsible for building and growing relationships with Fortune 500 customers and focuses on retaining and expanding their well-being improvement programs with Healthways. She also has primary responsibility for driving the

delivery and execution of services within the employer market.

Dexter has been with Healthways for 10 years and has held senior roles in operations, finance and account management.

Dexter has 23 years of well-being improvement, disease management and managed care experience working with senior leadership in health plans and employer groups. Before joining Healthways, she spent 12 years at Cigna Healthcare, where she was most recently the vice president of benefits management and development in the strategy, product and marketing department. She also held leadership roles in underwriting when she served as regional director of HMO underwriting for Cigna's southeast region.

Dexter serves on the Healthways Foundation Board of Directors and holds a bachelor's degree in French from Lipscomb University.

## LISA DOYLE

Vice President, Human Resources, HCA



Doyle is the vice president of human resources for the American Group at HCA. The American Group consists of 80 hospitals across Colorado, Georgia, Kansas, Kentucky, Louisiana, Missouri, Oklahoma, Tennessee and Texas and employs 80,000 staff members. In this role, she works closely with the field staff focusing on patient

satisfaction, employee engagement and workforce strategies around retention and capability.

Doyle previously served in senior leadership positions with PepsiCo for 14 years, most recently as vice president of human resources for the business process transformation division assembled to unify operations, standardize processes and increase efficiency across the five PepsiCo divisions. She has also held human resources positions with Crown Media and National Medical Enterprises.

Doyle earned a bachelor's degree in psychology from the University of California Los Angeles.

## JOEL GALANTER

Chief Legal Officer and General Counsel, Aegis Sciences Corporation



As chief legal officer and general counsel of Aegis Sciences Corporation, Galanter oversees the delivery of legal services and is responsible for all legal disputes and regulatory matters, corporate governance functions, and contract review and oversight.

He also serves as a member of the Aegis

Sciences Board of Directors.

Previously, Galanter served 15 years with Adams and Reese and was a partner in the firm's business and intellectual property litigation practice. He began his career as an associate with Stewart, Estes and Donnell.

Galanter is a member of several professional organizations, including the American Bar Association, Tennessee Bar Association, Nashville Bar Association and International Trademark Association. He earned his J.D. from Vanderbilt University School of Law and a bachelor's degree in economics from the University of Tennessee.



## RACHEL HAITHCOAT

Director, Mergers and Acquisitions, DaVita HealthCare Partners



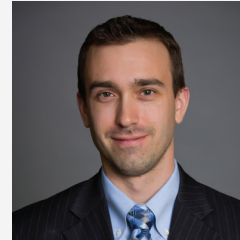
Haithcoat is director of mergers and acquisitions for DaVita HealthCare Partners, where she leads dialysis acquisition, joint venture and divestiture discussions. As transaction director, she has closed 42 deals over the last four years, 11 of which were acquisitions totaling more than \$120 million.

Prior to joining DaVita in 2007, Haithcoat held positions at Solvay Pharmaceuticals, where, as a product manager, she had P&L responsibility for a \$100 million brand and led the acquisition of chemical compounds.

Active in her community, Haithcoat volunteers at the Ronald McDonald House, Nashville Rescue Mission and Preston Taylor Ministries. She received an M.B.A. from Vanderbilt University's Owen Graduate School of Management and a bachelor's degree in microbiology from the University of Arkansas at Fayetteville.

## MARK HARRIS, PH.D.

Founder and CEO, NextGxDx



As Founder and CEO, Harris has led NextGxDx's mission to assist clinicians, hospitals and payers with tools to manage genetic testing workflow. The technology developed to support this mission has been used to create the most comprehensive database of curated genetic tests. The products leveraging this database, GeneSource and GeneConnect, are currently used by many of the country's leading hospitals and laboratories.

Prior to forming NextGxDx, Harris was a next generation sequencing analyst at Athena Diagnostics, through ThermoFisher Scientific's leadership development program. Previously, he spent eight years in the laboratory conducting biochemical and cell migration research on extracellular matrix proteins.

Harris serves as a mentor for the JumpStart Foundry accelerator program, and as an advisor for several of Nashville's top startup companies. He also serves on the Advisory Board for Vanderbilt University's Center for Technology Transfer and Commercialization.

Harris earned three degrees from Vanderbilt University: a bachelor's degree in molecular and cellular biology, a Ph.D. in cancer biology, and an M.B.A. from the Owen Graduate School of Management.

## DARREN HODGDON

Vice President, Strategy and Innovation, United Healthcare



Hodgdon is vice president of strategy and innovation for United Healthcare, where he is responsible for developing future business strategies and new lines of business for United Healthcare's Community and State portfolio, which spans 26 states and serves 4.6 million members. Previously, he served as COO for

United and managed the TennCare contract, which serves 600,000 Tennesseans with Medicaid, Duals and LTSS services.

With more than 25 years of experience in senior management for innovation and growth initiatives, Hodgdon has also served as president of the provider services group at Healthways, founded and served as CEO of Health IQ Diagnostics in Chicago, and was executive vice president for the Naiman Development Company in San Diego.

Hodgdon holds an M.B.A. from the University of Notre Dame Mendoza College of Business and a bachelor's degree in business administration from the University of San Diego.

## RUSSELL HOLMAN, M.D.

Chief Medical Officer, LifePoint Hospitals



As chief medical officer at LifePoint Hospitals, Holman has direct reporting responsibilities for the departments of quality, care management, clinical and business informatics and clinical operations of numerous service lines.

Before joining LifePoint in 2013, Holman spent eight years at Cogent Healthcare, serving as national medical director, COO and, ultimately, chief clinical officer. He began his career at HealthPartners Medical Group and Clinics, where his achievements include creating and leading the Fellowship Program in Hospital Medicine and founding one of the nation's first hospitalist programs.

Holman is a member of the Society of Hospital Medicine (SHM) and previously served as president and on the board of directors. He also founded SHM's Leadership Committee, Leadership Certification Program and Physician Leadership Academies. Holman received his medical degree and a bachelor's degree in religious studies and psychology from Washington University in St. Louis.

## DEBBIE JAMES

President and CEO, Vivere Health



James is the president and CEO of Vivere Health and is tasked with leading the organization through an operational turnaround and strategic growth. She is credited with guiding the company to become the fastest growing private company in Middle Tennessee.

With more than 25 years of experience, James is a health care veteran with experience leading cross-functional teams in multiple health care verticals. Previously, she held the positions of market president for Healthways, vice president of Health Net, Inc., and regional vice president and general manager for Express Scripts, among others.

James holds an M.B.A. from the University of Chicago and a bachelor's degree in finance from Southern Illinois University.

## PHILIP JOHNSTON, PHARM.D.

Dean, College of Pharmacy, Belmont University



As dean of Belmont University's College of Pharmacy, Johnston is responsible for the creation and execution of an effective curriculum for 300 students and the recruitment, development and coordination of faculty and staff. He became the founding dean of the College in 2007, and today it is

fully accredited, with a full faculty, staff and students. Johnston also serves on the University's Provost's Council.

Johnston previously spent 23 years at Vanderbilt University Medical Center, holding a variety of positions including assistant director for education and research in the department of pharmaceutical services, director of the pharmacy practice residency program and clinical pharmacist. A Kentucky native, Johnston began his career as an assistant professor of pharmacy practice at the University of Tennessee and assistant director of pharmacy services at Regional Medical Center in Memphis.

He earned his doctorate and bachelor's degree in pharmacy from the University of Tennessee College of Pharmacy in Memphis.

## EDWARD JONES

President and CEO, HealthTrust



Jones is the president and CEO of HealthTrust Purchasing Group and the HCA Supply Chain division. In this position, he is responsible for the overall financial results of a \$24 billion global group purchasing organization and supply chain operations company with approximately 3,500 employees.

In prior roles with HCA, Jones served as corporate vice president and director of materials management. He began his career in health care as a part-time dietary worker at an HCA hospital while a student at Virginia Commonwealth University.

Jones is a founding board member of the Health Sector Supply Chain Research Consortium and has served on the HealthTrust Advisory Board, the Healthcare Supply Chain Association Board and the Federation of American Hospitals Board. He earned his bachelor's degree in business administration from Virginia Commonwealth University.

## KRIS JOSHI, PH.D.

Executive Vice President, Emdeon



As executive vice president of products, Joshi is responsible for Emdeon's overall product portfolio. Emdeon is the largest health care network in the U.S., connecting payers, providers, pharmacies and labs.

Prior to being appointed to this position in December 2013, Joshi served as global vice president of health care for Oracle Corporation's health sciences global business unit, which he helped to launch. Joshi has also held the position of head of strategy for IBM's health care business and several senior strategy roles in IBM's global sales and distribution organization. Joshi also worked as a consultant with McKinsey and Co., where he advised Fortune 500 clients on strategy issues.

Joshi works closely with the Center for Global Health and Human Rights at Massachusetts General Hospital, serving as senior advisor for the hospital's initiatives in Liberia, Zambia, South Sudan, Uganda and Kenya. He is also a founding trustee and board member of Ujenzi, a nonprofit supporting high-impact programs in maternal, newborn and child health, human rights, health worker training, and implementation of technology innovations in Africa. Joshi holds a doctorate in physics from Massachusetts Institute of Technology and a bachelor's degree in mathematics from CalTech.

## NEIL KUNKEL

Executive Vice President, Chief Legal Officer and Administrative Officer,  
Capella Healthcare



Kunkel serves as Capella Healthcare's chief legal officer and is responsible for all legal and regulatory matters impacting the company. In his role as executive vice president, he oversees all other administrative functions, including human resources and compliance, within the company.

Prior to joining Capella, Kunkel spent 12 years at LifePoint Hospitals as vice president and associate general counsel and four years at HCA as managing counsel. He entered the legal profession by working at Wyatt, Tarrant & Combs and began specializing in health care law during his time at Riley, Bardenwerper & Schuhmann, both in Louisville, Kentucky.

Kunkel serves on the Legal and Operational Policy Committee and the Board of Governors of the Federation of American Hospitals. He is the vice chair of the health facilities interest group of the ABA Health Law Section and a member of the American Health Lawyers Association. Kunkel holds a J.D. from the University of Louisville School of Law and a bachelor's degree in history from Wake Forest University.

## MARK LAMP

CEO, American HomePatient



Lamp is the CEO of American HomePatient, one of the nation's top five largest diversified home health equipment providers, supplying medical products and services to more than 1 million patients with more than 250 locations across the U.S.

Before joining American HomePatient in 2014, Lamp accumulated more than 30 years of experience in health care. Previously, he served as the president and COO of AccentCare Inc., one of the largest home health businesses in the country and as the president and CEO of Medical Metrics, an innovative imaging startup serving the clinical trials industry. Lamp began his career and served in several management positions with ADAC Laboratories. In 1996, Lamp led the health care information division when ADAC was honored to receive the Malcolm Baldrige National Quality Award.

Lamp holds an M.B.A. from San Jose State University and earned a master's degree and bachelor's degree in electrical engineering from Purdue University.

## JULIE LAMPLEY

Partner, Butler|Snow



Lampley is a partner at Butler|Snow and serves on the executive committee, helping to ensure effective, active management of the firm's professional and business functions. She also serves as assistant practice group leader of Butler|Snow's health care regulatory and transactions

practice group and as team leader of the life sciences team within the health care practice group.

Lampley has practiced law for more than 27 years. She has been named among the "Best Lawyers in America" for health care law and "Best of the Bar" by the Nashville Business Journal.

Lampley holds a J.D. from the University of Tennessee, where she graduated first in her class, and a bachelors' degree in music education from the University of Southern Mississippi.

## HELEN LANE

Executive Vice President and Partner, c3/consulting



As executive vice president and partner of c3/consulting, Lane is responsible for leading c3's health care practice. Also as a managing partner, she is part of the leadership team that sets the strategic direction for the firm and manages the firm's internal operations.

Lane's more than 25 years of experience include senior-level technology, health care and business management roles. Prior to joining c3, Lane was vice president and CIO for CIMplyfy, a health care solutions company, where she improved clinical and administrative workflow and reduced costs in multiple physician practices. Lane also served as CIO for Evolved Digital Systems, a Web-based health care services provider. She began her career at IBM, serving in a variety of technical, sales and management positions.

Lane is a board member, executive committee member and past treasurer for the Tennessee Health Information and Management Systems Society. She currently serves on the board of the Nashville Ronald McDonald House. Lane earned an M.B.A. from Belmont University's Massey Graduate School of Business and a bachelor's degree in business administration from Vanderbilt University.

## DARREN LEHRICH

Managing Director, Deutsche Bank



Lehrich joined Deutsche Bank in 2005 as a managing director and senior equity research analyst in the firm's global markets division. His team covers a broad array of health care service providers, including acute care hospitals, specialty hospitals, outpatient service providers, physician management

companies, senior living operators and post-acute care providers.

Prior to joining Deutsche Bank, Lehrich was a managing director and senior analyst covering the health care facilities sector at Piper Jaffray & Co. He has also held senior analyst positions in the equity research departments at SunTrust Robinson Humphrey, ING Barings and Furman Selz.

Prior to his career on Wall Street, Lehrich worked at Memorial Sloan-Kettering Cancer Center, where he served in a practice management role in the ambulatory care division. Lehrich has also completed administrative residencies at hospitals in Pennsylvania (Lehigh Valley Health Network) and New York (Bassett Healthcare Network). Lehrich holds an M.B.A. in finance from the Krannert School of Management at Purdue University and a bachelor's degree in health care policy and administration from Penn State University.

## WENDY LONG, M.D.

Deputy Director and Chief of Staff, Health Care Finance and Administration, State of Tennessee



As deputy director and chief of staff for Health Care Finance and Administration for the State of Tennessee, Long provides leadership and direction to all aspects of operations including the oversight of approximately \$6 billion in contracts with TennCare's managed care organizations,

pharmacy benefits manager and dental benefits manager.

Long's career is rooted in public service. Before assuming her current positions, Long served as chief medical officer for TennCare for eight years. Previously, she held progressing positions with the Tennessee Department of Health, beginning as a medical consultant with maternal and child health and eventually serving as chief health officer and assistant commissioner, overseeing the operation of county and regional health departments across the entire state.

Long is a past president of the Tennessee Public Health Association and serves on the advisory board of the Solutions to Obstetrics in Rural Counties. Born and raised in Ohio, she received a master's degree in public health from the University of South Carolina, and a medical degree and bachelor's degree in microbiology from Ohio State University.

## DAVID MASSARO

Deputy Chief Medical Officer, VA MidSouth Healthcare Network



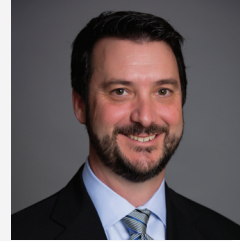
In his role as deputy chief medical officer of the VA MidSouth Healthcare Network, Massaro cares for the nation's veterans by providing oversight and regional support for clinical operations, quality of care, care coordination, equipment, space, staffing needs and community engagement.

Before joining the MidSouth Healthcare Network in 2014, he served as the chief of primary care at one of the nation's largest VA healthcare systems based in St. Petersburg, Florida, serving veterans in West Central and Southwestern coastal Florida. He also served as a consulting medical director for Health Integrated, Inc., in Tampa, Florida. Prior to 2011, he provided services and oversight at a primary care clinic at St. Mary's of Michigan in Saginaw, and has also held numerous other medical staff positions in Saginaw and Jacksonville, Florida.

Massaro is affiliated with a number of professional organizations, and is a Fellow of the American College of Healthcare Executives. He holds an M.B.A. from the University of Michigan and a medical degree and bachelor's degree in chemistry from the University of South Florida.

## KEN MISCH

Chief Financial Officer, MEDHOST



As CFO for MEDHOST, Misch is responsible for all aspects of the company's financial operations, including corporate accounting, financial planning and analysis, treasury, risk management, taxation, information systems, purchasing, human resources, facilities and investor relations.

Misch has more than 25 years of diversified financial management experience. Previously, he served as the CFO for DynaVox Inc., a provider of speech generating devices and customized special education software; invivodata, Inc., a provider of customized software and support services to the pharmaceutical industry for use in clinical trials; and Expedient Communications, a telecommunications company. He began his career as an audit manager for PricewaterhouseCoopers.

Misch is a C.P.A. and received an M.B.A. from Case Western Reserve University in Cleveland, Ohio, and a bachelor's degree in accounting from Bowling Green State University. He is also a member of the 2015 executive leadership team of the American Heart Association's "My Heart My Life" initiative.



## ANNA-GENE O'NEAL

President and CEO, Alive Hospice



As CEO of Alive Hospice, O'Neal oversees the nonprofit agency's hospice care and grief support programs in Middle Tennessee. Alive Hospice has a staff of nearly 300 employees and 315 volunteers and is Middle Tennessee's oldest community-based hospice program.

Under O'Neal's leadership, the nonprofit has accomplished the cleanest state of Tennessee and Joint Commission surveys in the organization's recent history.

O'Neal joined Alive Hospice after five years as senior vice president of quality and performance improvement at CogentHMG and seven years as vice president of clinical operations for Essent Healthcare. She began her career as a nurse at Vanderbilt University Medical Center (VUMC), working in the neonatal intensive care and emergency settings and later led the VUMC Emergency Department as manager/interim director.

In 2008, O'Neal was named one of the Top 10 "Women to Watch in Healthcare" by Nashville Medical News. In 2013, she was appointed to Governor Haslam's Special Task Force on Aging for Tennessee and in 2014 was named a "Top Business, Political, and Civic Leader" in Nashville as published in the Nashville Post. O'Neal earned three degrees from Vanderbilt University: an M.B.A. in organization management, a master's degree in nursing administration and a

## WILLIAM PAUL, M.D.

Director, Metro Public Health Department



Paul serves as director of the Metro Nashville Public Health Department and is tasked with managing a 500-person organization with a \$60 million annual budget to provide and oversee a wide variety of mandated and discretionary services and leading population health protection and

improvement efforts for metropolitan Nashville.

Previously, Paul was employed by the Chicago Department of Health for 15 years in a number of roles, including deputy commissioner and interim health commissioners. Paul led the tuberculosis control efforts to stop an outbreak and also the city's response to the 2002 outbreak of West Nile virus infection. He spent two years working for the Centers for Disease Control and Prevention as an epidemic intelligence service officer assigned to the division of vector-borne infectious diseases in Fort Collins, Colorado.

Paul is a member of the executive board of Alignment Nashville and chairs the Children's Health Oversight Committee. He sits on the Board of Directors for the National Association of County and City Health Officials. He is also a participant of the steering committee for Nashville's Agenda. A Chicago native, Paul received a master's degree in public health from the University of Illinois School of Public Health, a medical degree from the University of Illinois College of Medicine and a bachelor's degree in biological sciences from Stanford University.

## BETH RATLIFF

Senior Vice President, Premise Health



Ratliff serves as integration management executive and senior vice president of Premise Health, a newly formed worksite health company. In her role as the executive sponsor of the Integration Management Office, Ratliff provides strategic and tactical integration guidance for the merging

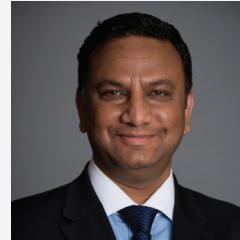
of two companies, CHS Health Services and Take Care Employer Service Group, into Premise Health. This initiative includes oversight of separation, integration and optimization projects spanning all functional areas of the two organizations.

Ratliff has more than 20 years of health care experience including clinical service delivery, program development and national operations management. Her tenure in the onsite health care field includes 14 years of experience with multi-site operations comprising onsite delivery of primary care, occupational health and pharmacy services to some of the country's largest employers. Previously, Ratliff served as president of CHS Health Services, where she was accountable for strategic planning, tactical operations and daily delivery of national onsite health care services. She also served as assistant vice president of operations for CHD Meridian Healthcare and director of rehabilitation at Toyota Motor Manufacturing.

Ratliff earned an M.B.A. from Indiana Wesleyan University and a bachelor's degree in physical therapy from the University of Louisville.

## SAURABH SINHA

President and CEO, emids



Sinha is a co-founder of emids and currently serves as the president and CEO. Under his guidance, the company has grown to more than 1,200 employees and has maintained a revenue growth of 35 percent per year for the past three years.

Before forming emids, Sinha was systems manager at Wipro Technologies, a global outsourcing service provider, for three years. He was named the 2011 Entrepreneur of the Year by the Nashville Area Chamber of Commerce and to the "Technology Power Leaders" and "40 Under 40" lists by the Nashville Business Journal.

Sinha currently serves as a board member for the Nashville Area Chamber of Commerce, Abe's Garden and International Business Council. He holds a bachelor's degree in technology from the National Institute of Technology, India.

## LLOYD SMITH

Partner, PwC



Smith serves as market leader for PwC Health Services for the Greater Atlanta market, which includes all payers and providers in Georgia, Tennessee and Alabama. In this role, he is responsible for all PwC advisory activities across the payer and provider community.

Before the company was acquired by PwC, Smith served as a partner for Diamond Management & Technology Consultants in Chicago. Previously, he was account marketing representative for IBM in Charleston, West Virginia.

Smith earned an M.B.A. from the University of Pennsylvania Wharton School of Business and a bachelor's degree in computer science from West Virginia University Institute of Technology.

## PAUL SMITH

Vice President, Division VI Operation, Community Health Systems



As vice president of the Division VI operation of Community Health Systems (CHS), Smith supports the operational management of 38 hospitals in South Carolina, Georgia and Florida. In this role, he works directly with hospital leadership to facilitate the achievement of patient quality and satisfaction objectives, growth and financial targets, and employee and physician engagement goals. Smith previously held the same position in Division I with responsibility for hospitals in the Southeastern region when he joined the company in 2008.

Before joining CHS, Smith was with Health Management Associates for 14 years, serving in various executive capacities for affiliated hospitals in North Carolina and Mississippi. He was most recently vice president and market CEO of Lake Norman Regional Medical Center in Mooresville, North Carolina, with additional responsibility for Davis Regional Medical Center in Statesville, North Carolina. Smith began his career at Naples Community Hospital in Naples, Florida, where he held several leadership roles.

Smith is an active volunteer for Best Buddies Tennessee and has served on the Advisory Board since 2013. A Georgia native, he has an M.B.A. and master's degree in public health from Georgia State University and a bachelor's degree in general business and marketing from Mercer University.

## HARSH K. TRIVEDI, M.D.

Executive Director and CMO, Vanderbilt Behavioral Health, Vanderbilt University Medical Center



Trivedi serves as the executive director and CMO of Vanderbilt Behavioral Health, where he is responsible for the strategic development and implementation of an enterprise-wide population health strategy for behavioral health across Vanderbilt University Medical Center (VUMC), the Vanderbilt Health Affiliated Network

and its affiliate hospitals. He is also the administrative and clinical leader of Vanderbilt Psychiatric Hospital. He has held other positions at VUMC including executive medical director and chief of staff, Vanderbilt Psychiatric Hospital; vice chair for clinical affairs, Department of Psychiatry; and regional medical director, Vanderbilt Health Affiliated Network.

Prior to Vanderbilt, Trivedi served as the director of adolescent services at Bradley Hospital, where he was involved in the planning, design, fundraising and building of a brand-new \$30-million, 60-bed, inpatient child and adolescent psychiatric facility. Trivedi has also served as a health care legislative fellow in the U.S. Senate. While on Capitol Hill, he drafted the Campus Care and Counseling Act, which has provided more than \$160 million to expand college mental health services and to develop youth suicide prevention programs.

Trivedi was selected to serve on the Governing Council for Psychiatric and Substance Abuse Services at the American Hospital Association, chairs the Council on Healthcare Systems and Financing of the American Psychiatric Association, and represents psychiatry at the American Medical Association (AMA) House of Delegates.

## ERIN WILKINS

President, Southeast Region, Press Ganey



As regional president for Press Ganey, Wilkins is accountable for the growth and retention of a \$40 million portfolio of business. In this role, she is responsible for maintaining optimal human capital and resources to deliver on the needs of more than 300 hospitals and health care systems.

Before joining Press Ganey, Wilkins was an assistant vice president at Aon Consulting's Loyalty Institute, responsible for employee engagement research, culture assessment and change management consulting with clients. Prior, she was employed by Accenture as a change management consultant where she worked with Fortune 500 companies across the country.

Wilkins received an M.B.A. from the University of Miami and a bachelor's degree from Mississippi State University.





**Elizabeth Holmes**  
Founder and CEO  
Theranos



**“The Fellows experience allowed time for those longer, in-depth conversations about the industry that are so important. To truly tackle the issues, like we are all trying to do, you have to know every angle. These weren’t just discussions for the sake of discussions. These conversations brought real problem-solving to real issues.”**

**Meaghen Greene**

Senior Vice President,  
Strategy and Marketing,  
American HomePatient  
2014 Fellow

**Fellows has an enduring impact on all graduates, and the alumni program ensures that members continue the momentum of innovation and collaboration long after their graduation. The 2015 Fellows class joins a distinguished group of alumni already applying their Fellows experience in the field.**

Alumni of the Fellows initiative are able to maintain close relationships with their classmates due to the extraordinary learning experience they have shared together, as well as the consistent alumni engagement and collaboration opportunities following completion of the class.

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

**Merrick Axel**

Partner  
Cressey & Company

**Bo Bartholomew**

Founder & President  
PharmMD

**Elizabeth Bierbower**

President, Employer Group Segment  
Humana

**Marty Bonick**

President, Division 1 Operations  
Community Health Systems

**Laura Beth Brown**

Vice President, Vanderbilt Health  
Services, Vanderbilt University  
Medical Center

**Charles W. Byrge II**

President and CEO  
Harpeh Capital

**Molly Cate**

Partner, Co-Founder  
Jarrard Phillips Cate & Hancock

**Chris Cigarran**

President  
Imagine Health

**Phil Clark**

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

**Will Clark**

Senior Vice President, Strategy and  
Brand  
Brookdale Senior Living

**Phillip A. Clendenin**

President, Ambulatory Services  
AmSurg

**John Doulis, M.D.**

CIO  
MedCare Investment Funds

**John Dreyzehner, M.D., M.P.H.**

Commissioner  
Tennessee Department of Health

**David Duckworth**

CFO  
Acadia Healthcare

**Mitch Edgeworth**

COO, Hospital and Clinics  
Vanderbilt University Medical Center

**Todd Falk**

Division Vice President  
DaVita

**Adam Feinstein**

Managing Director  
Vesey Street Capital Partners

**Stephen Flatt**

President  
National HealthCare Corporation

**David Frederiksen**

President and CEO  
PatientFocus

**Robert Gallagher**

Division Vice President  
DaVita

**Paul Gilbert**

Executive Vice President and Chief  
Legal Officer  
LifePoint Hospitals

**Darin Gordon**

Director, Health Care Finance and  
Administration  
State of Tennessee

**Meaghan Greene**

Senior Vice President, Strategy and  
Marketing  
American HomePatient

**Robert Harris**

Partner  
Waller

**Daniel Hart**

Vice President, Corporate  
Development  
MEDHOST

**Michael Hill**

Attorney and Shareholder  
Harwell Howard Hyne Gabbert &  
Manner

**Scott Huebner**

Member  
Bass Berry & Sims

**Grant Jackson**

General Partner  
Council Capital

**Hans Kestler**

Vice President, Orthopedics & Sports  
Medicine  
BioMimetic Therapeutics

**James Lakes**

Director, Business Strategy &  
Operations  
Microsoft Corporation

**Fletcher Lance**

Global Healthcare Leader  
North Highland

**Ted Lomicka**

Vice President & Assistant Treasurer  
Community Health Systems

**Evans Looney**

President, Tennessee & North  
Mississippi  
Humana

**John Maki**

Vice President, Sales  
BlueCross BlueShield of Tennessee



**Osei Mevs**

Director, Government Affairs  
LifePoint Hospitals

**Shawn Morris**

Chief Operating Officer  
Cigna-HealthSpring

**Will Morrow**

Vice President, Development  
HCA

**Frank Moser**

President  
Aegis Sciences Corporation

**Miriam Paramore**

Executive Vice President  
CareRx

**Jim Parrott**

Partner  
Ernst & Young

**Eric Paul**

Senior Vice President and Chief  
Managed Care Officer  
IASIS Healthcare

**J. Edward Pearson**

Senior Vice President and COO  
HealthStream

**Clay Phillips**

Director, Provider Relations and  
Communications  
BlueCross BlueShield of Tennessee

**Rosemary Plorin**

President  
Lovell Communications

**Alan Poenitske**

CFO, Radiology, Cardiology and  
MSK  
CareCore | MedSolutions

**Kirk Porter**

Senior Vice President  
Bank of America Merrill Lynch

**Ed Powell, Ph.D.**

Chairman  
eMD

**Paul Rein**

COO and CFO  
Sarah Cannon Research Institute

**David Rogero**

Principal  
Cressey & Company

**Bill Rutherford**

CFO and Executive Vice President  
HCA

**Michael Ryan**

Managing Director  
Fifth Third Securities

**Jeff Seraphine**

President, Delta Division  
LifePoint Hospitals

**Andrew Smith**

CEO  
Brookdale Senior Living

**Tammy Stephens**

Senior Vice President, Operations  
Finance  
Healthways

**Bryanie Swilley**

Eastern Division President  
IASIS Healthcare

**Cathy R. Taylor, Dr.Ph., M.S.N.,  
R.N.**

Dean, College of Health Sciences  
Belmont University

**Chris Taylor**

President  
Parallon Business Solutions

**Martha Thorne**

General Manager  
Allscripts

**Brent Turner**

President  
Acadia Healthcare

**David Vreeland**

Partner and Co-Founder  
Cumberland Consulting Group

**Mark Wainner**

Vice President, Corporate Services  
AmSurg

**Paul Wallace**

Managing Director  
Heritage Group

**Michael Wiechart**

President and CEO  
Capella Healthcare

**Herman Williams, M.D.**

Chief Medical Officer  
RegionalCare Hospital Partne

**“Fellows provided a great opportunity to learn more about the pain points everyone is experiencing, and as the market trends toward population health management, a collaborative approach like this is vital to making a real difference.”**

**Will Clark**

Senior Vice President, Strategy and  
Brand, Brookdale Senior Living  
2014 Fellow

**“When we come together as leaders, we find new ways to solve problems that we haven’t thought about before.”**

**Mitch Edgeworth**

Chief Operating Officer, Vanderbilt  
Hospital and Clinics Network,  
Vanderbilt University Medical  
Center 2014 Fellow



# THE 2016 CLASS

**The 2016 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 2016 Fellows opens fall 2015, 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](http://www.healthcarecouncilfellows.com)**. You may also send an email from that site to an applicant who you believe should be considered for the 2016 class. Applications will be reviewed and approved by the Council Fellows Advisory Committee.

**Questions: 615-743-3140 | [info@healthcarecouncil.com](mailto:info@healthcarecouncil.com)**

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## **About the Nashville Health Care Council**

The Nashville Health Care Council 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](http://www.healthcarecouncil.com)**.

**NASHVILLE  
HEALTH CARE  
COUNCIL**



“The different backgrounds and industry segments represented — payers, providers, post-acute services, lawyers, consultants, government officials — break down the silos among us. The experience opened my eyes to how my hospital company fits into the larger health care continuum and related macro-trends, such as consumerism and navigated care.”

– Will Morrow,  
Vice President, Development, HCA  
2014 Fellow





**Charlie Martin**  
CEO  
Martin Ventures



**Robert Henry**  
President and CEO  
Diatech

“At this important time for our industry, the Fellows program is able to bring together many diverse perspectives on the challenges we are all facing. The conversations are honest, passionate and tremendously insightful for any leader of a health care organization.”

– Saurabh Sinha  
President and CEO, emids  
2015 Fellow



**Dr. Randy Lowry**  
President  
Lipscomb University

“Fellows is a rare, highly valuable opportunity for executives to learn and actively exchange ideas with the best and brightest of the nation’s health care industry. This graduating group now joins with our Fellows alumni network to continue collaborating on these issues to transform the health care system.”

– Professor Larry Van Horn  
Owen Graduate School of Management,  
Vanderbilt University



**CHALLENGES MET. SOLUTIONS EXPLORED. COLLABORATION EXPANDED.**

[www.healthcarecouncilfellows.com](http://www.healthcarecouncilfellows.com)