

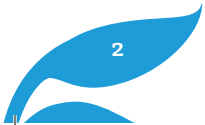


NASHVILLE  
HEALTH CARE COUNCIL

**FELLOWS**

CLASS OF 2016

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





**As the shifting landscape of health care continues to introduce new and complex challenges to the industry, leaders of Nashville’s dynamic health care community recognize the need to think differently about the future. Tomorrow’s leaders need a place to come together today, to identify the trends and solutions the future will bring.**

In 2012, 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 400+ health care companies, can achieve.

The 2016 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**

Chairman and CEO, HCA

**William F. Carpenter III**

Chairman and CEO, LifePoint Hospitals

**Thomas G. Cigarran**

Chairman and Governor, Nashville Predators

**William Gracey**

Former 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

**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



HCA



LIFEPOINT  
HEALTH



Dear Industry Colleagues,

The ongoing evolution of the health care industry continues to be unlike anything we've ever witnessed. In addition to the unprecedented rate of change, propelled in part by our health care community's unending desire for innovation and collaboration, the scope and scale of Nashville's transformation is only growing larger. No industry this size has ever experienced such a dramatic, directional pivot.

The need to respond to this tremendous change is greater than ever. The way to respond is clearer than ever – by preparing the next generation of industry leaders for the array of challenges they will soon face.

That has been our aim for the Nashville Health Care Council's Fellows initiative since it launched in 2012: to engage and educate those who will propel the industry forward. Within that time period, our program has grown into a national health care leadership initiative, in terms of both reach and reputation.

This year's class drew executives from leading health care organizations in a diverse range of industry sectors across the country. Over eight, day-long courses, the 2016 Fellows class assembled the nation's top minds from health care policy, business, technology, academic and clinical medicine to engage in unique discussions about managing change, tackling problems and strategically preparing for the opportunities of the future.

Just as our industry's sweeping changes have no end in sight, the timetable to grow and develop leaders is never finished, nor does it lessen with this class's commencement. In fact, that's when much of the work truly begins, as Fellows return to their organizations armed with fresh perspectives and ideas to make the American health care system more efficient, more collaborative, more interoperable – in a word, smarter.

Participating in this year's programs was a fascinating and memorable experience for all involved. It was an honor to be in a room with such thoughtful, intelligent leaders, and the 2016 Fellows class serves as an unmistakable testament to the bright future of our industry.

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 consumerism to value-based delivery systems 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 2016 class explored specific issues they face, including how to:

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

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



“

The Council's mission through Fellows is to **grow** our own and to continue to make **Nashville** the place to **solve problems** in health care. ”

Bill Gracey,  
former CEO and President,  
BlueCross BlueShield of Tennessee

A man in a dark suit, white shirt, and red patterned tie is speaking with his hands raised in a gesture. He is positioned in front of a large screen displaying a Windows desktop with various icons and a taskbar. The screen shows a presentation slide titled "Life in Tenches Fe...". The background is a light-colored wall with a window. The overall scene is a professional presentation or meeting.

# LEGACY



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

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





“ No city can do more to **save America** than **Nashville** can. ”  
U.S. Representative Jim Cooper

# LEADERSHIP



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

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

# BUILDING A SUSTAINABLE HEALTH CARE SYSTEM

David Cordani  
President

“Our responsibility as leaders is to work to build a more sustainable health care system.”

David Cordani,  
CEO,  
Cigna

David Cordani  
President and



# INNOVATION

Confidential; unpublished property of Cigna. Do not distribute.

**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.

A man in a dark suit and red tie is speaking at a podium. He is gesturing with his right hand. The background is a dark screen. In the foreground, the back of a person's head is visible.

Travis Messina,  
CEO,  
*Contessa Health*

ENTREPRENEURSHIP

**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.



“ **Employers are powerful.** They look for value for their dollar now more than ever, which is why the industry must push toward **value-based** payment models. ”

**Robert Galvin, M.D.,**  
CEO, Equity Healthcare and  
Operating Partner, Blackstone Group

**GROWTH**





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

There are few opportunities for professional growth like the Fellows initiative, and none that match it. With specialized expertise from U.S. Senator Bill Frist, M.D., widely considered the 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.

**HEALTH INFORMATION TECHNOLOGY**

Tammy Hawes,  
*Virsys12*

Matthew Russell,  
*Digital Reasoning*

**PROFESSIONAL SERVICES**

Denise Burke,  
*Waller*

Shannon Hooper,  
*ReviveHealth*

**PHARMACEUTICALS**

Amy Rock,  
*Altor BioScience Corp.*

**REVENUE CYCLE**

Hamilton Bowman,  
*EnableComp*

Daniel Lieber,  
*Altegra Health*

**NONPROFIT HEALTH CARE**

Morgan Wills, M.D.,  
*Siloam Family Health Center*

**ACADEMIC MEDICINE**

A. Dexter Samuels, Ph.D.,  
*Meharry Medical College*

Sam Chang, M.D.,  
*Vanderbilt University Medical Center*

Neal Patel, M.D.,  
*Vanderbilt University Medical Center*

**The 2016 Fellows class included 30 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.**

## HOSPICE CARE

Barbara Brennan,  
*Alive Hospice*

## AMBULATORY CARE

Marc Watkins, M.D.,  
*The Little Clinic*

## BEHAVIORAL HEALTH

Jana Dreyzehner, M.D.,  
*Amerigroup TN*

## CONSULTING

Ricardo Martinez, M.D.,  
*North Highland  
Worldwide*

Michele Molden,  
*The Advisory Board  
Company*

Mark Thompson,  
*Mercer*

## HOSPITAL MANAGEMENT

Mike Coggin,  
*LifePoint Health*

Brian Marger,  
*TriStar Centennial  
Medical Center*

John McClellan,  
*Community Health  
Systems*

Chris Wyatt,  
*HCA*

## MANAGED CARE

Chip Chambers, M.D.,  
*Cigna-HealthSpring*

Aaron Gani,  
*Humana*

Mike Uchrin,  
*Health Choice*

Dakasha Winton,  
*BlueCross BlueShield of  
Tennessee*

## HEALTH CARE SERVICES

Aron Goldfeld,  
*TeamHealth*

Mike Duffy,  
*Cardinal Health*

## INVESTORS AND FINANCIAL SERVICES

Tim Bewley,  
*Pinnacle Financial  
Partners*

Vic Gatto,  
*Jumpstart Foundry*

Eric Keen,  
*Council Capital*





"Employers must build strategies to address health care's operational false assumptions."

- Dexter Shurney, M.D.,  
Chief Medical Director, Executive  
Director Global Health and Wellness,  
Cummins Inc.



**Arthur Laffer,**  
Chairman and Founder,  
The Laffer Center



**Roger Holstein,**  
former CEO,  
Healthgrades



“Being a part of the Fellows program offered me the opportunity to spend highly productive and inspiring time with passionate leaders who are helping shape the future of health care.”

- Tammy Hawes,  
CEO and Founder,  
Virsys12  
2016 Fellow

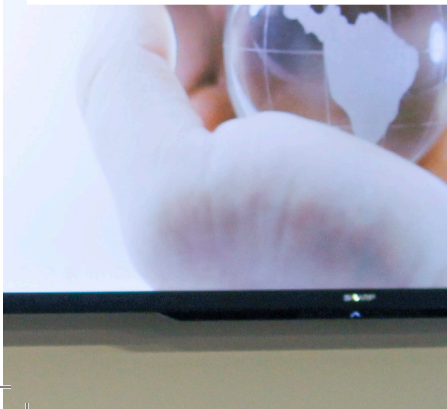


Jonathan Perlin, M.D.,  
President, Clinical Services  
and Chief Medical Officer,  
HCA



“As a Fellow, I engaged in frank, constructive conversations with the nation’s brightest health care leaders. This unique setting allowed us to elevate the dialogue to the level it needs to be to face the issues of our industry.”

- Neal Patel, M.D.,  
Chief Medical Informatics Officer,  
Vanderbilt University Medical Center  
2016 Fellow



“

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

U.S. Senator Bill Frist, M.D.



# CO-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.



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.** ”



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



# FACULTY



**John Auerbach**

Associate Director of Policy  
Acting Director, Office of State,  
Tribal and Local Territorial  
Support Centers for Disease  
Control and Prevention

**Arna Banerjee, M.D., FCCM**

Associate Professor of  
Anesthesiology / Critical Care,  
Associate Professor of Surgery,  
Medical Education and  
Administration,  
Assistant Dean for Simulation in  
Medical Education,  
Director of the Center for  
Experiential Learning and  
Assessment,  
Vanderbilt University School of  
Medicine

**Craig Becker**

President,  
TN Hospital Association

**Former Tennessee Gov.****Phil Bredezen****Troyen Brennan, M.D.**

Chief Medical Officer,  
CVS Health

**Zane Burke**

President,  
Cerner Corp.

**Marlin C. Chapman**

Alliance Global Director –  
Executive Compensation,  
Renault and Nissan Alliance

**U.S. Rep. Jim Cooper (D-TN)****David Cordani**

CEO,  
Cigna

**Renee Dua, M.D.**

Founder,  
Heal

**Lindsay Emig**

Wellness Center Operations  
Specialist,  
Google

**Rushika Fernandopulle, M.D.**

Co-Founder and CEO,  
Iora Health

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

Partner,  
Cressey & Co.

**Robert Galvin, M.D.**

CEO,  
Equity Healthcare

**Bill Gracey**

Former President and CEO,  
BlueCross BlueShield of  
Tennessee

**Diana Han, M.D.**

Chief Medical Officer, Global  
Medical Director,  
GE Appliances

**Roger Holstein**

Vice Chairman, Board of  
Directors and former CEO,  
Healthgrades

**Doug Holtz-Eakin**

President,  
American Action Forum

**Mark Johnston**

Director of Global Business  
Development,  
Amazon Web Services

**Brad Kirkpatrick**

Chief Growth Officer  
Imagine Health

**Shiva Kumar**

Vice President and Chief  
Strategy Officer,  
Watson Health at IBM

**Arthur Laffer**

Founder and Chairman,  
The Laffer Center

**John Lowry**

Vice President for Development  
and External Affairs, Associate  
Professor,  
Lipscomb University

**Charlie Martin**

Founder and Chairman,  
Martin Ventures

**Travis Messina**

CEO,  
Contessa Health

**Michael Neeb**

President and CEO,  
HCA International

**Heather O'Dell, ANP-BC**

Nurse Practitioner, Division of  
Hepatobiliary Surgery and Liver  
Transplantation,  
Vanderbilt University Medical  
Center

**Jonathan D. Perlin, M.D.**

President, Clinical Services and  
Chief Medical Officer,  
HCA

**C. Wright Pinson, M.D.**

Deputy Vice Chancellor  
for Health Affairs and  
Senior Associate Dean for  
Clinical Affairs,  
Vanderbilt University  
Medical Center;  
CEO,  
Vanderbilt Health System

**David Posch**

Associate Vice Chancellor for  
Population Health,  
Vanderbilt University  
Medical Center

**Aubrey Preston**

Philanthropist

**Beth Ratliff**

Senior Vice President,  
Operations and Strategy,  
PremiseHealth

**Devi Shetty, M.D.**

Founder,  
Narayana Health

**Dexter Shurney, M.D.**

Chief Medical Director and  
Executive Director, Global  
Health and Wellness Benefits,  
Cummins, Inc.

**Donato Tramuto**

President and CEO,  
Healthways

**Larry Van Horn**

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

**Caroline Young**

Executive Director,  
NashvilleHealth



# THE FELLOWS



## TIM BEWLEY

*Senior Vice President, Pinnacle Financial Partners*



Tim Bewley is senior vice president at Pinnacle Financial Partners. Previously, he served as vice president of SunTrust Bank, where he focused on the financial needs of for-profit health care companies in Middle Tennessee and Kentucky with annual revenues of approximately \$50 million to \$2 billion. Prior to this role, Bewley served as chief deposit officer and vice president of Avenue Bank, and corporate treasury management officer for Regions Bank in Middle Tennessee and Dallas.

Bewley serves on the board of Young Leaders Council in Nashville and the board of directors of Nashville Capital Network, a venture capital firm in Nashville. He recently served as president for the board of the Nashville chapter of Association for Financial Professionals.

He and his wife, Holly, were named the 2013 Young Alumni of the Year by their alma mater, Harding University, in Searcy, Ark. Bewley is a three-time recipient of the United States Presidential Volunteer Service Award.

## HAMILTON BOWMAN

*Chief Operating Officer, EnableComp*



Hamilton Bowman serves as the chief operating officer of EnableComp, a revenue cycle management company providing workers' compensation solutions and services to more than 450 hospitals in 36 states. In this role, he oversees resources, innovation initiatives, and operational processes and controls to ensure the company meets its aggressive goals.

In 2011, he successfully transitioned from a leadership position with AIM Healthcare Services, a division of UnitedHealth Group and a Fortune 50 company, to become an entrepreneur and manage a growing number of employees at EnableComp. Today, he is responsible for managing 80 percent of the company's 100-plus employees. Since Bowman joined the company as COO, revenues have grown over 200 percent.

Bowman holds B.A., M.A. and MBA degrees from Vanderbilt University.

## BARBARA BRENNAN

*Chief Operating Officer and Chief Nursing Officer, Alive Hospice*



Barbara Brennan serves as chief operating officer and chief nursing officer at Alive Hospice, a nonprofit hospice and palliative care organization. After gaining experience as a registered nurse and leadership with seven organizations, Brennan was drawn to leadership and management roles. In

these roles, she has been able to influence the positive outcomes of the organizations and contribute to the profession and health care in general.

Her special interests include organ donation, and she has served on the Advisory Board for Tennessee Donor Services. She has also extended that interest to Rotary Club, where she has initiated efforts to raise awareness about organ donation. Brennan served a full eight-year term on the Tennessee Board of Nursing and remains on the Tennessee Professional Assistance Advisory Board.

She maintains a high level of civic involvement in activities such as Rotary Club, where she performs international service through mission trips to Guatemala.

## DENISE BURKE

*Partner, Waller*



At Waller, Denise Burke works with the firm's hospitals, academic medical centers, physicians, medical device companies and other health care clients. She joined Waller to help open its Memphis office in 2014. Previously, she practiced for 16 years with Butler Snow, ultimately being named partner

and opening the group's health care practice in Memphis.

Before practicing law, Burke served as a quality management professional for Baptist Memorial Hospital. After receiving her juris doctorate from the University of Memphis, she served as the quality management director and executive director for a Catholic health care company, providing home health and physician services.

She was voted 2012's "Lawyer of the Year" in health care law for the Memphis and West Tennessee area by Best Lawyers, which is affiliated with U.S. News & World Report. She served as a key member of a federal monitor team appointed by the U.S. attorney's office to oversee the Deferred Prosecution Agreement of a medical device company and is chairman of the Tennessee Bar Association Health Law Section. She is also a member of the executive leadership team for the Memphis Chapter of Go Red for Women. Burke received her bachelor's degree in health information management administration, with honors, from the University of Tennessee.

## CHIP CHAMBERS, M.D.

*Senior Medical Director, Cigna-HealthSpring*



Chip Chambers serves as the senior medical director for Cigna-HealthSpring, a health service company committed to helping Medicare beneficiaries live healthier, more active lives through personalized health care solutions. He is a senior physician executive and clinical/academic surgeon with more

than 20 years of progressive leadership experience and proven management skills across the entire health care spectrum.

Prior to joining Cigna-HealthSpring in 2008, Chambers served as chief of Endocrine Surgery and director of the Vanderbilt Endocrine Surgery Center. His academic appointments include assistant clinical professor of surgery at Vanderbilt University Medical Center and Tennessee Valley Healthcare System, a U.S. Department of Veterans Affairs hospital.

He has participated in two international visits, including a 2002 World Medical Missions trip to Tenwek Hospital in Kenya, as well as serving at Odessa Regional Medical Center in Odessa, Ukraine, where he was featured on Ukrainian television performing an advanced laparoscopic procedure.

## SAM CHANG, M.D.

*Professor of Urologic Surgery, Vanderbilt University Medical Center*



As vice chairman of urologic surgery at Vanderbilt University Medical Center, Sam Chang leads the system's efforts in integration of evidence-based medicine in clinical pathways, enhanced guidelines formulation and improved cancer staging. Clinically, he focuses on the diagnosis,

evaluation and surgical treatment of kidney, prostate, renal, bladder and adrenal cancer.

He is the chairman of the American Urological Association's (AUA's) Bladder Cancer Clinical Guidelines Panel. Chang has written more than 200 original publications and has twice been a Journal of Urology's best reviewer. He was honored with the AUA Gold Cystoscope Award in 2011, the organization's highest award for young investigators.

Chang completed the Executive MBA program at the Vanderbilt Owen Graduate School of Business and is participating in efforts in hospital contract negotiations and streamlining inpatient care pathways. He also received degrees and training from Princeton University and Memorial Sloan-Kettering Cancer Center.

## MIKE COGGIN

*Senior Vice President and Chief Accounting Officer, LifePoint Health*



Mike Coggin serves as senior vice president and chief accounting officer of LifePoint Health. His responsibilities in this role include overseeing the company's accounting policies and procedures, as well as all of its external financial reporting. He joined LifePoint Health from Specialty Care

Services Group, where he was chief financial officer. Prior to that, he had a senior finance position at Fresenius Medical Care and Renal Care Group.

Coggin's professional career began when he gained public accounting experience at KPMG in Nashville. He transitioned into the health care industry in 1998, when he joined Renal Care Group, a fast-growing health care business that specialized in treating individuals with renal disease. At Renal Care Group, Coggin was promoted from senior accountant in internal audit to senior vice president of accounting and finance over an eight-year period.

Coggin graduated from the University of Tennessee with a degree in business administration and a Master of Accountancy degree. Aside from his professional career, Coggin enjoys serving in various charitable organizations and participating in triathlons.

## JANA DREYZEHNER, M.D.

*Behavioral Health Medical Director, Amerigroup Tennessee*



Jana Dreyzehner joined Amerigroup Tennessee Health Plan as the behavioral health medical director in 2014. She has a strong interest in systems of care integrating behavioral health in primary care and developed a consultative team model in her community and private practices.

Proficient in American Sign Language, Dreyzehner has been the psychiatrist for the Tennessee School for the Deaf. She has also worked to pioneer telepsychiatry services for the deaf in Appalachia beginning in the late 1990s. She has a special interest in working with persons with intellectual and developmental disabilities, serving as a long-term psychiatric consultant to a residential community for adults with autism.

She has also served as medical director of a geriatric psychiatry intensive outpatient program and previously as medical director for an Appalachian community mental health center and chief medical officer for a statewide in-home service provider implementing integrated psychiatric services.

She maintains board certification in child and adolescent psychiatry.

## MIKE DUFFY

*President, Hospital Solutions and Global Supply Chain, Cardinal Health*



In his role as president of hospital solutions and global supply chain, Mike Duffy is responsible for bringing Cardinal Health medical products, services and solutions to hospital customers. This integrated approach includes acute care sales, laboratory products, ambulatory care and a variety of

other services. He has strategically expanded the breadth and depth of the company's medical product franchise, transforming Cardinal Health into a leading manufacturer of medical products.

Prior to Cardinal Health, Duffy served as vice president of global value chain at Boston-based The Gillette Company, where he had global responsibility for customer service, revenue management, demand planning, distribution and promotions management.

Duffy is a board member of the Columbus (Ohio) Metropolitan Library and was formerly a board member of the Council of Supply Chain Management Professionals. He has written for various publications and spoken at industry events, including the Forbes' Mergers and Acquisitions conference.

## AARON GANI

*Enterprise Vice President for Innovation, Humana*



Aaron Gani serves as enterprise vice president for innovation at Humana. In this role, he leads a team focused on creating products and services through internal and external investments that power the company's strategy of improving member health.

Prior to this role, Gani was responsible for leading the delivery of technology products and services to Humana's business segments, including population health management, primary care, clinical analytics and services, pharmacy benefit management, traditional and specialty mail-order pharmacy, in-home senior care, urgent care, and core insurance.

Gani also previously managed Humana's health information technology acquisitions Certify Data Systems, Anvita Health and nIven systems. He also serves on the board of managers of Availity, LLC, a health care company focused on simplifying the information exchange between health plans and providers.

He holds an undergraduate degree in information systems from the University of Louisville's College of Business and an MBA degree from Duke University.

## VIC GATTO

*CEO, Jumpstart Foundry*



As co-founder and CEO of Jumpstart Foundry, Vic Gatto has grown the seed-stage health care innovation fund from an accelerator into a platform for funding early-stage health care deals. Over six years and working with 48 startup companies, Jumpstart Foundry has achieved a 65 percent success rate, nearly three

times better than the average for venture capital funds.

Gatto has more than 20 years of experience building companies in the health care and information technology industries. During this time, he has had success as both an entrepreneur and a venture capitalist, with a track record of creating and building successful health care companies while generating strong returns for investors.

Prior to founding Jumpstart Foundry, Gatto was a partner at two traditional venture capital firms, Massey Burch and Solidus Company. With these Nashville-based companies, he was responsible for identifying, negotiating and closing over 65 early-stage VC investments. He has served on more than 30 boards of directors.

## ARON GOLDFELD

*Vice President, Advocacy and Regulatory Affairs, TeamHealth, Inc.*



Aron Goldfeld joined TeamHealth in 1999 and serves as vice president of advocacy and regulatory affairs. The position allows him to bring a multidisciplinary approach to his work, aggregating health policy, legal, business and advocacy skills. The Knoxville-based hospital staffing firm has

grown exponentially in the 16 years Goldfeld has been associated with the company.

Throughout his professional career in health care administration and policy, he has worked across a spectrum of health care organizations – including an academic medical center and a statewide health insurer in New York City. With these companies, Goldfeld gained extensive knowledge of health policy, the legal and regulatory environment, early models of managed care, capitation, physician and hospital reimbursement, and other operational aspects of the industry which would prove useful throughout his career.

Goldfeld earned bachelor's degree in political science and economics from Stony Brook University, his MBA in hospital and health care administration from Baruch College, City University of New York (CUNY), as well as a juris doctorate from University of Miami School of Law.



## TAMMY HAWES

*CEO and Founder, Virsys12*



Tammy Hawes is CEO and founder of Virsys12, a technology consultancy firm focused on health care. She started the company from her kitchen table while working full time, consulting and donating time to nonprofits.

The Mississippi native's career took her in and out of the health care industry, as part of IT and software teams at HCA, Theraphysics and Behavioral Healthcare (now Ardent). She also served in management roles for enterprises including Central Parking Systems, Paradigm Health and Axis Accounting. Before launching her own technology enterprise in late 2011, she served as vice president of compliance and facility management at Smith Seckman Reid, Inc., (SSR) a provider of engineering design and facility consulting services.

When she received her degree, Hawes was one of only two women to graduate with a bachelor's degree in computer science from East Tennessee State University. Hawes was inducted into the East Tennessee State University School of Business and Technology Hall of Fame.

## SHANNON HOOPER

*Senior Vice President and Practice Leader, ReviveHealth*



As senior vice president of ReviveHealth, Shannon Hooper combines passions for studying advancements in digital health care and advising leaders within technology, provider, payer and third-party organizations. She oversees the company's health IT and health services practice areas.

Before joining ReviveHealth in 2013, Hooper was the firm's client for nearly three years as director of corporate communications for Intel-GE Care Innovations, a joint venture focused on health technology formed by Intel and GE Healthcare. There, she led the company's global communications efforts through an integrated program that included traditional and social media, events, advocate building, thought leadership platforms, public policy, and analyst relations.

Hooper has served as a commissioner for LeadingAge's Center for Aging Services Technology (CAST) in Washington, D.C. In addition, she has written a monthly column for McKnight's Long-Term Care News.

She holds a bachelor's degree in the history of religion from Wesleyan University in Connecticut.

## ERIC KEEN

*General Partner, Council Capital*



In 2013, Eric Keen was named general partner at Council Capital, a private equity firm which targets fast-growing health care companies with up to \$50 million of revenue. He brings 12 years of experience in private equity to the role, during which time he has completed 24 transactions and served as a

board director for seven companies.

An Illinois native, Keen began his career in investment banking as an analyst for Credit Suisse First Boston (CSFB) in New York and Chicago. Following his time at CSFB, he moved to Singapore and worked for Marakon Associates, a management consulting firm. He later returned stateside and has worked as a private equity investor since 2004, working in Minneapolis, Cleveland, Park City, Toronto and Nashville. During that time, Keen focused on education and health care and realized his passion for investing in lower-middle-market health care companies.

Keen graduated from the University of Illinois in Champaign-Urbana, also studying at the University of Oxford and Harvard University as an undergraduate.

## DANIEL LIEBER

*Senior Vice President, Altegra Health, a Division of Change Healthcare*



Daniel Lieber serves as senior vice president of Altegra Health, a division of Change Healthcare. The former chief quality officer for Universal American, an Altegra Health client, he brings a deep client perspective to his leadership activities, redesigning the organization and processes to better align

with client needs and deliver higher-quality care to plan members.

For more than two decades, Lieber held leadership roles in private equity funds and investment companies. His career began as a consultant with Bain & Company. There, he established a track record of taking on challenging assignments and creating an environment where empowered teams could leverage data and analytics to achieve desired results. In early 2009, determined to enter health care, Lieber joined Universal American, a company focused on Medicare Advantage and Part D drug plans for senior citizens.

Lieber received his business underpinnings at the Wharton School of the University of Pennsylvania, where he received his bachelor's degree in economics with honors and later his Master of Business Administration degree as a Palmer Scholar.

## BRIAN MARGER

*Chief Operating Officer, TriStar Centennial Medical Center (HCA)*



Brian Marger was tapped as chief operating officer for TriStar Centennial Medical Center in 2014. Prior to this role, he served as vice president of operations for Sarah Cannon, the global cancer enterprise of Hospital Corporation of America.

A native of Dayton, Ohio, Marger moved to Nashville 20 years ago and has held numerous positions in the health care sector. His career began as a manager at Ernst & Young. He has been responsible for service line development and management at Sarah Cannon, a skill he has combined with his deep understanding of hospital operations to leverage in his current position.

Marger earned a bachelor's degree in political science from Duke University and his MBA, with an emphasis in finance and health care, from the Vanderbilt University Owen Graduate School of Management. He is a fellow of the American College of Healthcare Executives.

## RICARDO MARTINEZ, M.D.

*Chief Medical Officer, North Highland Worldwide*



Ricardo Martinez is chief medical officer of North Highland Worldwide Consulting, an Atlanta-based global consulting company. In this role, he provides thought leadership, strategic advisory, program design and front-line implementation activities across the company's four main health care transformations: digital, clinical, financial and organizational.

He has served in senior positions in academic, government and business roles, including as faculty at both Emory and Stanford University schools of medicine, vice president of medical affairs at WebMD, and federal administrator of the National Highway Traffic Safety Administration in Washington, D.C.

Since 1988, Martinez has been the senior medical adviser to the National Football League for the Super Bowl. He was elected to the Institute of Medicine of the National Academy of Sciences in 2004, and appointed to the Board of Population Health and Public Health Service. He is a member of the American Association for Physician Leadership.

## JOHN MCCLELLAN

*President – Operations, Division 4, Community Health Systems*



John McClellan was hired by Community Health Systems in 2009 as vice president of operations for Pennsylvania and Tennessee and was recently promoted to president - operations, division 4. He joined the hospital company from Health Management Associates (HMA), where he moved quickly through

its development program and was promoted to chief executive officer at Sandhills Regional Medical Center in Hamlet, N.C., as one of the youngest CEOs in company history.

Born and raised in Henderson, Ky., McClellan began his career during his time working with health care clients at KPMG as a CPA. He enrolled in the Master of Health Administration program at the University of Kentucky, and joined HMA upon graduation.

After the acquisition of his former company in 2014, McClellan transitioned to the same position but began working with hospitals in Pennsylvania and Indiana.

## MICHELE MOLDEN

*Senior Vice President and Partner, The Advisory Board*



Michele Molden began her career as a microbiologist, with early experience in basic research and then as a member of a startup medical device company in Cincinnati. As an early entrepreneur, she moved into the product management, planning and marketing areas of that organization as the

needs of the company grew.

After earning her MBA, Molden made the transition to the not-for-profit health care sector as a program development manager at Saint Joseph's Healthcare in Atlanta. From that experience, she realized her business development and market awareness skills could be used for the benefit of not-for-profit health care organizations often lacking that perspective. After spending time in the Pacific Northwest to focus on managed care development, she returned to Atlanta and spent 12 years as an executive at Piedmont Healthcare during a time in which the organization grew from \$350 million to \$1.75 billion.

Retiring from the delivery side of health care in 2014, Molden moved to Nashville to apply her experience within the consulting and management division of The Advisory Board.

## NEAL PATEL, M.D.

*Chief Medical Informatics Officer, Vanderbilt University Medical Center*



Neal Patel, M.D., serves as a professor of clinical pediatrics at Vanderbilt University, with adjunct faculty appointments in anesthesiology and biomedical informatics. He was integrally involved in the design of the pediatric critical care unit in the Monroe Carell Jr. Children's Hospital at Vanderbilt

and served as the co-chairman of the information systems design team. Using his combination of clinical expertise, knowledge of health care information technology, and focus on workflow and logistics, he has developed key insights into the intersection of clinical space, workflow and team function.

He serves as the chief medical informatics officer for Vanderbilt University Medical Center. With over 18 years of experience in implementing and advancing the use of computer order entry systems and electronic health records, Patel has had the opportunity to work with many health care organizations to think strategically and proactively about the use of clinical informatics tools.

Patel received his medical degree from the University of Southern California and completed a pediatric residency and a pediatric critical care fellowship at Children's Hospital Los Angeles. He obtained a Master of Public Health degree from Vanderbilt University in 2000.

## AMY ROCK

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



Amy Rock currently serves as vice president, clinical development and regulatory affairs for Altor BioScience Corp. Previously, she was senior director of regulatory and scientific affairs at Cumberland Pharmaceuticals, where she built the infrastructure of the regulatory, clinical and professional affairs departments.

She led the FDA approval processes for internally developed products and participated in the company's IPO as a road show presenter.

Trained as a research Ph.D. scientist, Rock chose to pursue a career in the pharmaceutical industry due to her desire to have a more direct clinical impact on health care. To aid in the transition from the academic laboratory to the corporate office, she obtained an MBA from Vanderbilt University Owen Graduate School of Management.

For more than three decades, Rock has competed in American Saddlebred equestrian events. As a result of this lifelong passion, she serves on the board of trustees, as president, for the American Saddlebred Museum located at the Kentucky Horse Park in Lexington, Ky.

## MATTHEW RUSSELL

*Chief Technology Officer, Digital Reasoning*



In 2007, Matthew Russell joined Nashville-based Digital Reasoning when the company was a “pre-revenue” startup. Today, he serves as chief technology officer for the cognitive computing company, which has matured into an enterprise valued at more than \$300 million.

A native of rural West Virginia, Russell received an appointment after high school to the United States Air Force Academy. At the end of his senior year, he was one of only 30 cadets to become a freefall jump master, graduating in the top 10 percent of his overall class. He also earned the Dean W. Gonzalez Award as the most outstanding cadet in the computer science major.

After graduation, he served at the 789th Communication Squadron at Andrews Air Force Base, in direct support of the Mystic Star radio network, which provides a communications link to Air Force One. Russell then transitioned into the active reserves, where he supported enterprise-level IT innovation initiatives at the Defense Intelligence Agency at Bolling Air Force Base, in Washington, D.C.

## A. DEXTER SAMUELS

*Senior Vice President and Executive Director of the Robert Wood Johnson Foundation for Health Policy, Meharry Medical College*



A. Dexter Samuels serves as senior vice president for student affairs and executive director at the Robert Wood Johnson Foundation Center for Health Policy at Meharry Medical College. In this capacity, he provides the direction and leadership of the Office of Admissions and Records, student life, institutional research, academic computing, financial aid, counseling center, the Robert Wood Johnson Foundation Health Policy Center, and more.

He has also served as a tenured associate professor and assistant dean in the College of Graduate Studies and Research at Tennessee State University. Prior to working in academia, he spent more than a decade in state government, serving as the director of the Title VI Program for the Tennessee Department of Transportation. Additionally, he served as the program director of the Tennessee Department of Mental Health.

He serves as vice chairman for the Metropolitan Nashville Airport Authority’s board of directors and on the board of directors for the Martha O’Bryan Center.

## MARK THOMPSON

*Principal, Mercer*



Mark Thompson is a principal at Mercer. Previously, he served as vice president of operations finance for Healthways' health plan market, where he oversaw business performance, reporting, financial analysis and modeling; revenue recognition and forecasting; the company's executive finance

directors and senior analysts; and more.

Previously, Thompson was an integral part of Cigna's underwriting organization for more than a decade, including four years he spent in a corporate product strategy role. Since joining Healthways in 2005, Thompson has served in seven roles of increasing responsibility in different areas of the company, including analytics, IT, pricing, reporting and finance.

A Nashville native, Thompson attended Northwestern University as an undergraduate, earning a degree in economics with a minor in mathematics, before completing his MBA at Lipscomb University. He is an active member of the Brentwood Rotary Club, where he serves as director of the board. Thompson is also an avid sailor.

## MIKE UCHRIN

*CEO, Health Choice*



Under Mike Uchrin's leadership, and in collaboration with IASIS' executive management, Health Choice has grown from a small Arizona Medicaid plan into a robust, managed care organization spanning three states, operating five health plans and two accountable care networks.

Today, through its health plans, integrated delivery systems and managed care solutions, Health Choice coordinates health care for more than 600,000 distinct Medicaid, Medicare, commercial and marketplace members.

Prior to becoming chief executive officer of Health Choice in 2012, Uchrin served as the chief operating officer beginning in 2006, and as the company's chief information officer beginning in 2005. He joined the company in 2002, initially in IT and project analyst positions.

Uchrin holds a Master of Engineering degree in software from the Ira A. Fulton School of Engineering at Arizona State University, his MBA from the W.P. Carey School of Business at Arizona State University and a bachelor's degree from the University of Arizona.

## MARC WATKINS, M.D.

*Vice President and Corporate Medical Director, The Little Clinic*



Prior to joining The Little Clinic as vice president and corporate medical director in 2015, Marc Watkins spent six years with Concentra Health Services in various physician leadership roles. Most recently, he served as national medical director of clinical account management, providing strategic,

operational and clinical program development to major employers across the country.

Watkins is board-certified in occupational and environmental medicine and earned distinction as a fellow of the American College of Occupational and Environmental Medicine. He is also a member of the American College of Healthcare Executives and American College of Physician Executives. He earned his M.D. at Meharry Medical College on a United States Navy scholarship, training initially in general surgery. He spent five years in the Navy, serving exclusively with the Marines, and was twice awarded the Navy Commendation Medal for direct support of combat operations while deployed in Iraq.

Since leaving the Navy, Watkins earned a Master of Public Health degree and completed additional leadership development training. He is also adjunct clinical faculty in the Division of Occupational Medicine/Family Medicine at Meharry Medical College.

## MORGAN WILLS, M.D.

*President and CEO, Siloam Family Health Center*



After traveling the world to volunteer for medical missions, Morgan Wills returned to his native Nashville and found a chance to again engage with the nations at Siloam Family Health Center. After more than a decade as a staff internist, he was moved into a director role, and today serves as president

and chief executive officer for the faith-based, volunteer-supported, nonprofit clinic, which serves thousands of impoverished and uninsured patients who fall through the cracks of the American health care system. Last year alone, Siloam treated patients from 83 countries who spoke 77 languages.

Wills completed his undergraduate studies at Princeton University, before accepting a Potter Scholarship to Vanderbilt University. During that time, he sought opportunities to learn more about theology, philosophy and their implications for ethical medical practice, which eventually culminated in the completion of a master's degree in marketplace theology from Regent College in Vancouver, B.C.

Wills has served on the board for St. Paul Christian Academy.



## DAKASHA WINTON

*Director, Associate General Counsel State Government Relations, BlueCross BlueShield of Tennessee*



Dakasha Winton joined BlueCross BlueShield of Tennessee (BCBST) as counsel for the State Government Relations and Public Affairs Division in 2009. In this role, she provided support in all legal and regulatory matters pertaining to BCBST interactions with the state of Tennessee. In 2012, her role was

expanded, and she currently serves as director and associate general counsel for the organization.

Her professional career began with the Tennessee Department of Commerce and Insurance, which provides oversight for a variety of industries and professionals doing business in the state, and also regulates areas of commerce such as insurance, securities, regulatory boards, fire prevention and consumer affairs. After being appointed chief legal counsel for the insurance, securities and TennCare oversight divisions, Winton assigned and reviewed attorney responses to requests for legal opinions, policy advice and regulatory compliance.

Winton attended Tennessee State University and the University of Memphis School of Law.

## CHRIS WYATT

*Chief Financial Officer, HCA Information Technology and Services*



Chris Wyatt joined HCA in 2010 as chief financial officer of the clinical services group. In this role, he provided financial oversight for the department as well as the company's electronic health records projects, which included those projects related to demonstrating meaningful use. At

the beginning of 2013, he transitioned into his current role as CFO of information technology and services.

A Nashville native, Wyatt began his career in the local office of Ernst & Young, where he spent 10 years in the audit practice, working primarily with health care provider clients. He also earned his CPA in this time.

Wyatt attended the University of Tennessee, where he received degrees in accounting and finance. His community activities include work with Tennessee State University, where he serves on the Accounting Advisory Board and on the search committee for the Frist Chair of Excellence in Accountancy.

# ALUMNI ENGAGEMENT

“The Fellows program is necessary in this changing health care landscape because it includes the perfect mix of participants. There were so many different backgrounds represented — provider services, lawyers, consultants, government officials — it truly breaks down the silos among us. The experience helped me to see how my hospital company fits into the larger health care picture, particularly in regards to trends like consumerism.”

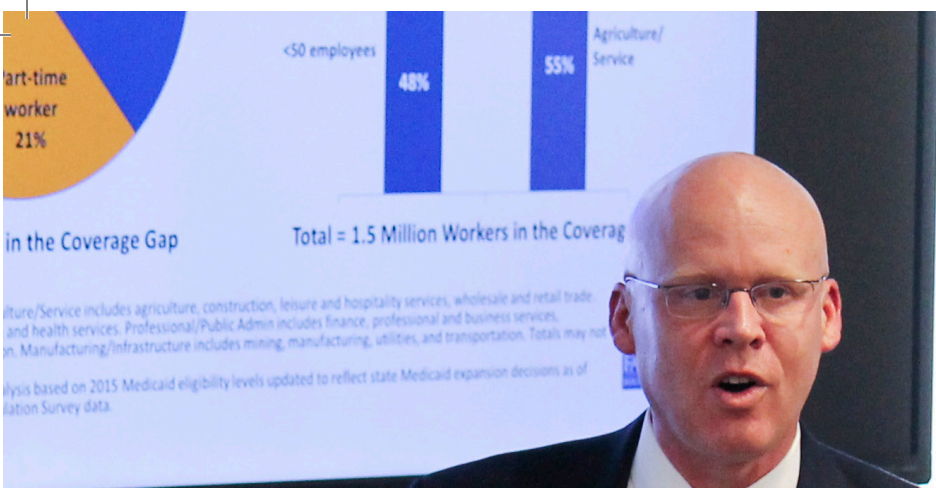
**Will Morrow,**  
*Vice President,  
Development,  
Special Assets,  
HCA  
2014 Fellow*

**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 2016 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.





**Darin Gordon,**  
*Deputy Commissioner,  
Health Care Finance and Administration,  
State of Tennessee / Bureau of TennCare*

# FELLOWS ALUMNI

**Oran Aaronson, M.D.**

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

**Greg Allen**

President,  
Cigna MidSouth

**Gregg P. Allen, M.D.**

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

**Merrick Axel**

Partner,  
Cressey & Company

**Bo Bartholomew**

Founder and President,  
PharmMD

**William Baucom, M.D.**

Partner,  
Heritage Medical Associates

**Elizabeth Bierbower**

President, Employer Group Segment,  
Humana

**Marty Bonick**

President, Division 1 Operations,  
Community Health Systems

**Bill Brown**

CEO,  
Entrada

**Laura Beth Brown**

Vice President,  
Vanderbilt Health Services

**Charles W. Byrge II**

President and CEO,  
Harpeth Capital

**David Caluori**

Principal,  
General Atlantic LLC

**Molly Cate**

Partner,  
Jarrard Phillips Cate & Hancock

**Chris Cigarran**

President,  
Imagine Health

**Phil Clark**

Chief Financial Officer,  
EnableComp

**Will Clark**

Senior Vice President, Marketing  
and Strategy,  
Brookdale Senior Living

**Phillip Clendenin**

President, Ambulatory Services,  
AMSURG

**Nick Coussoule**

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

**Mike Cuffe**

President, Physician Services Group,  
HCA

**Michael Dal Bello**

Partner,  
Pritzker Group

**Rebecca Dexter**

Vice President, Market Performance  
and Account Manager,  
Healthways

**John Doulis**

Chief Information Officer,  
Medcare Investment Funds

**Lisa Doyle**

Vice President of Human Resources,  
HCA

**John Dreyzehner, M.D.**

Commissioner,  
State of Tennessee -  
Department of Health

**David Duckworth**

Chief Financial Officer,  
Acadia Healthcare

**Mitch Edgeworth**

CEO, Adult Hospital and Clinics,  
Vanderbilt University Medical Center

**Todd Falk**

COO,  
QualDerm

**Adam Feinstein**

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

**Steve Flatt**

President,  
National HealthCare Corporation

**David Frederiksen**

CEO,  
PatientFocus

**Joel Galanter**

Chief Legal Officer, General Counsel,  
Aegis Sciences Corporation

**Robert Gallagher**

Division Vice President,  
DaVita HealthCare Partners

**Paul Gilbert**

Executive Vice President and Chief  
Legal Officer,  
LifePoint Health

**Darin Gordon**

Deputy Commissioner, Health Care  
Finance and Administration,  
State of Tennessee / Bureau  
of TennCare

**Meaghen Greene**

Senior Vice President of Strategy  
and Marketing,  
American HomePatient

**Rachel Haithcoat**

Vice President - Mergers and  
Acquisitions,  
Radiology Partners

**Mark Harris**

Founder and CEO,  
NextGxDx

**Robert L. Harris**

Partner,  
Waller

**Daniel Hart**

Executive Vice President,  
YourCareEverywhere,  
MEDHOST

**Michael R. Hill**

Shareholder,  
Bass, Berry & Sims

**Darren Hodgdon**

Vice President,  
Innovation and Strategy C&S,  
UnitedHealth Group

**Rusty Holman, M.D.**

Chief Medical Officer,  
LifePoint Health

**Scott Huebner**

Principal and Director,  
Sano Informed Prescribing

**Angela Humphreys**

Health Care Practice Group Chair,  
Bass, Berry & Sims

**Grant Jackson**

Managing Partner,  
Council Capital

**Debbie James**

President and CEO,  
Vivere Health

**Philip E. Johnston**

Dean, College of Pharmacy,  
Belmont University

**Edward T. Jones**

President and CEO,  
HealthTrust Purchasing Group

**Kris Joshi**

Executive Vice President,  
Change Healthcare

**Hans Kestler**

Vice President  
International Marketing  
and Research and Development,  
Wright Medical

**Neil Kunkel**

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

**James Lakes**

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

**Mark Lamp**

President and CEO,  
American Pathology Partners

**Julie Lampley**

Attorney,  
Butler|Snow

**Fletcher Lance**

Managing Director,  
Global Healthcare Leader,  
North Highland Company

**Helen Lane**

Executive Vice President and  
Partner,  
c3/consulting

**Darren Lehrich**

Senior Vice President of  
Strategy and  
Investor Relations,  
American Renal Associates

**Edward Lomicka**

Vice President and  
Assistant Treasurer,  
Community Health Systems

**Wendy Long**

Deputy Director and Chief of Staff,  
State of Tennessee / Bureau  
of TennCare

**Evans Looney**

Vice President East Region,  
Humana

**John Maki**

Vice President Sales and  
Account Management,  
BlueCross BlueShield of Tennessee

**David Massaro**

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

**Osei Mevs**

Chief of Staff,  
LifePoint Health

**Kenneth Misch**

Chief Financial Officer,  
MEDHOST

**Shawn Morris**

Chief Operating Officer,  
Cigna-HealthSpring

**Will Morrow**

Vice President - Development,  
Special Assets,  
HCA

**Frank Moser**

President,  
Aegis Sciences Corporation

**Anna-Gene O'Neal**

President and CEO,  
Alive Hospice

**Miriam Paramore**

COO,  
Lucro

**Jim Parrott**

Partner,  
EY

**Bill Paul, M.D.**

Director,  
Metro Public Health Department

**Eric Paul**

Market President Arizona and Chief  
Managed Care Officer,  
IASIS Healthcare

**J. Edward Pearson**  
Senior Vice President and Chief  
Operating Officer,  
HealthStream

**Clay Phillips**  
Vice President of  
Network Innovation,  
BlueCross BlueShield of Tennessee

**Rosemary Plorin**  
President and CEO,  
Lovell Communications

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

**Kirk A. Porter**  
Senior Vice President,  
Bank of America Merrill Lynch

**Ed Powell,**  
Chairman,  
eMD

**Beth Ratliff**  
Senior Vice President,  
Premise Health

**Paul Rein**  
Chief Operational Officer and Chief  
Financial Officer,  
Sarah Cannon Research Institute

**David Rogero**  
Principal,  
Cressey & Company

**Bill Rutherford**  
Chief Financial Officer and  
Executive Vice President,  
HCA

**Michael Ryan**  
Managing Director at Fifth Third  
Securities,  
Fifth Third Bank

**Jeff Seraphine**  
President, Delta Division,  
LifePoint Health

**Saurabh Sinha**  
Founder and CEO,  
emids

**T. Andrew Smith**  
CEO,  
Brookdale Senior Living

**Lloyd Smith**  
Partner,  
PwC

**Paul Smith**  
President - Division VI Operations,  
Community Health Systems

**Tammy Stephens**  
Senior Vice President  
Operations Finance,  
Healthways

**Bryanie Swilley**  
Eastern Division President,  
IASIS Healthcare

**Cathy Taylor,**  
Dean, College of Health Sciences,  
Belmont University

**Chris Taylor**  
President,  
Parallon Business Solutions

**Martha Thorne**  
Senior Vice President and GM,  
Population Health  
Business Unit,  
Allscripts

**Harsh Trivedi, M.D.**  
CEO,  
Sheppard Pratt Health System

**Brent Turner**  
President,  
Acadia Healthcare

**David Vreeland**  
Managing 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

**Erin Wilkins**  
President, Southeast Region,  
Press Ganey Associate

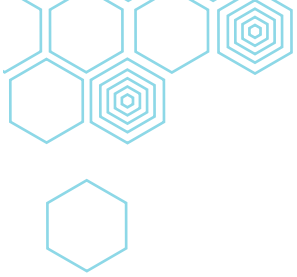
**Herman Williams, M.D.**  
Chief Clinical Officer  
RegionalCare Hospital Partners

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

**Mitch Edgeworth**  
CEO,  
Adult Hospital and Clinics,  
Vanderbilt University  
Medical Center

**“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



# THE 2017 CLASS





**The 2017 Fellows will bring together the next class of senior executives with a proven track record in health care, and with demonstrated potential to drive the industry forward tomorrow. As with previous classes, we seek a diverse set of members whose ideas, thoughts and experiences represent a broad cross section of the industry.**

Recruitment for the 2017 Fellows opens Fall 2016, and the class will be announced in December. All applicants will be asked to:

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

To apply, visit [healthcarecouncilfellows.com](http://healthcarecouncilfellows.com). You may also send an email from that site to an applicant who you believe should be considered for the 2017 class. Applications will be reviewed and approved by the Council Fellows Advisory Committee.

**Contact: June Manning, Fellows Director | 615-743-3142 | [jmanning@healthcarecouncil.com](mailto:jmanning@healthcarecouncil.com)**

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

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The Nashville Health Care Council is a premier association of health care industry leaders working together to further establish Nashville's position as the nation's health care industry capital. Supported by nearly 300 corporate members, including local and national health care companies, the Council serves as a trusted source for information on trends that influence the health care industry. The organization provides members with one-of-a-kind networking opportunities and access to Nashville's elite health care business community.

Worldwide, Nashville's health care industry generates more than 500,000 jobs and \$73 billion in annual revenue. The industry is Nashville's largest and fastest-growing employer. For more information on the Council, please visit [healthcarecouncil.com](http://healthcarecouncil.com).

**NASHVILLE  
HEALTH CARE  
COUNCIL**

Questions?

**David Posch,**

*Associate Vice Chancellor for Population Health,  
Vanderbilt University Medical Center*

Vanderbilt Health  
— AFFILIATED NETWORK —

"The higher your collaborative IQ, the more you can get done. You have the opportunity to move the needle. This is the best time to be in health care."

**- Donato Tramuto,  
CEO, Healthways**

Healthcare's Operations  
Assumptions

Health care equals "health"  
There is such a thing as a "fixed need" for care

**Dexter Shurney M.D.,**  
*Chief Medical Director and Executive  
Director Global Health and Wellness,  
Cummins Inc.*

**Diana Han M.D.,**  
*Chief Medical Officer,  
Global Medical Director,  
GE Appliances*



**Charlie Martin,**  
Founder and Chairman,  
Martin Ventures



**Zane Burke,**  
President,  
Cerner

"Health care is a team sport. Invest in the now but more importantly, the next. Tomorrow will come. Set a clear vision and invest in that vision."

- Zane Burke,  
President,  
Cerner



"This is an extraordinary time in American history. We have the opportunity to optimize the health of our neighbors and work to make sure we are doing everything we can to promote good health."

- John Auerbach,  
Associate Director, Policy,  
Center for Disease Control  
and Prevention Center

Fernandopulle M.D., M.P.P.  
[iorahealth.com](http://iorahealth.com)



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