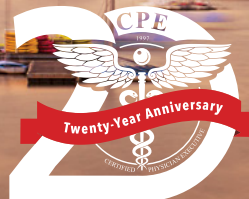


Welcome to the 2018

Physician Leadership Summit

Boston, Massachusetts





The American Association for Physician Leadership®
Certifying Physician Leaders for Twenty Years.

Join us in the Grand Ballroom on
Saturday, April 28, for the CPE 20th Anniversary Celebration.

■ physicianleaders.org/cpe20



2018 VANGUARD PROGRAM

We are glad you're attending this year's Thought Leadership Symposium. As part of the Symposium, we have reinstated our Vanguard Program for our elite, highly seasoned members.

During this two-day program, we will present thought-provoking speakers and panelists on critical topics within health care leadership.

The Vanguard Program offers custom, invitation-only education and networking opportunities for participants. Vanguard members serve on review panels, analyze and abstract topical discussions, write articles for the association's publications, and represent it at events. Their counsel is sought by the association's board of directors and they help guide its future. In return, we offer the latest career-advancement opportunities and other professional benefits.

We encourage you to learn more at physicianleaders.org/vanguard. In the meantime, thank you for joining us at this year's Symposium. Enjoy the event.

– Peter Angood, MD, CPE, FRCS(C), FACS, MCCM
President and CEO



SPRING INSTITUTE

Being a leader means continual improvement and reflection. Spring Institute at the 2018 Physician Leadership Summit offers physicians leadership education whether for improvement or as a refresh.

PAGES 7 - 11



BEYOND BURNOUT & RESILIENCE

Providing tools and practices to help physicians become more fundamentally anchored in what it means to be well, healthy, forward-thinking and optimistic.

PAGES 12 - 14



THOUGHT LEADERSHIP SYMPOSIUM

Be inspired by thought-provoking keynote sessions, networking and peer-led labs. Get answers to your most pressing questions during thought leadership panel discussions.

PAGES 15 - 25



CERTIFIED PHYSICIAN EXECUTIVE CAPSTONE

More than 60 CPE candidates are attending the Capstone session at the 2018 Physician Leadership Summit. These physician leaders are in the last phase of the CPE certification program that allows them the opportunity to earn their Certified Physician Executive designation.



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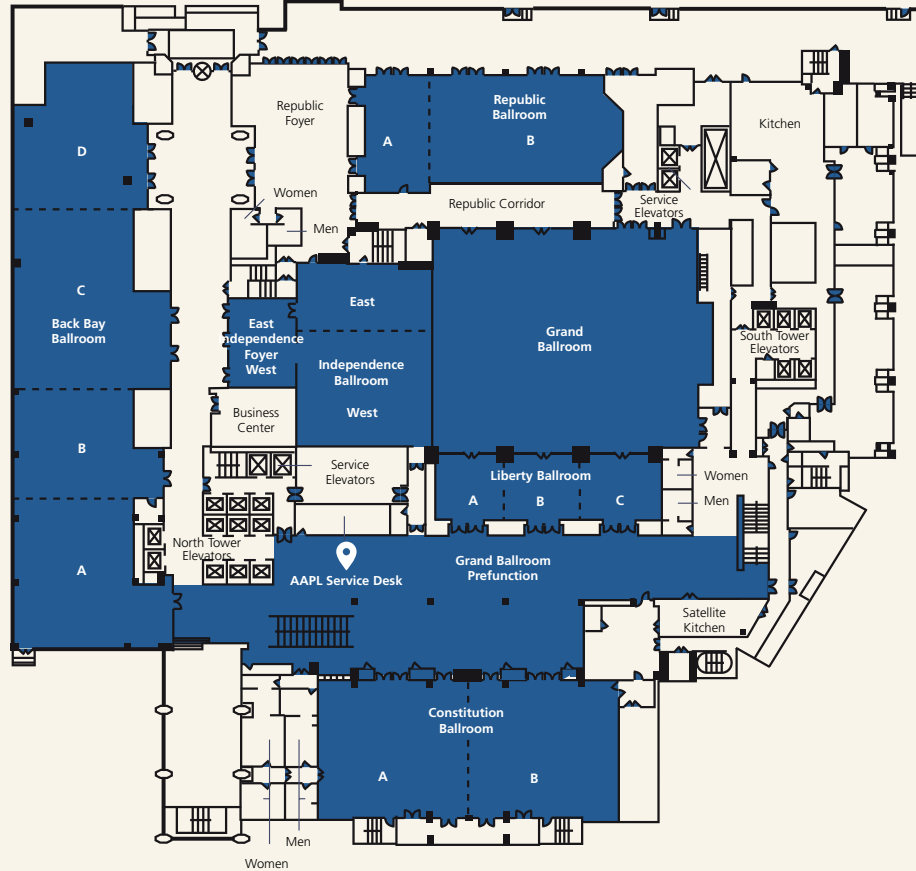
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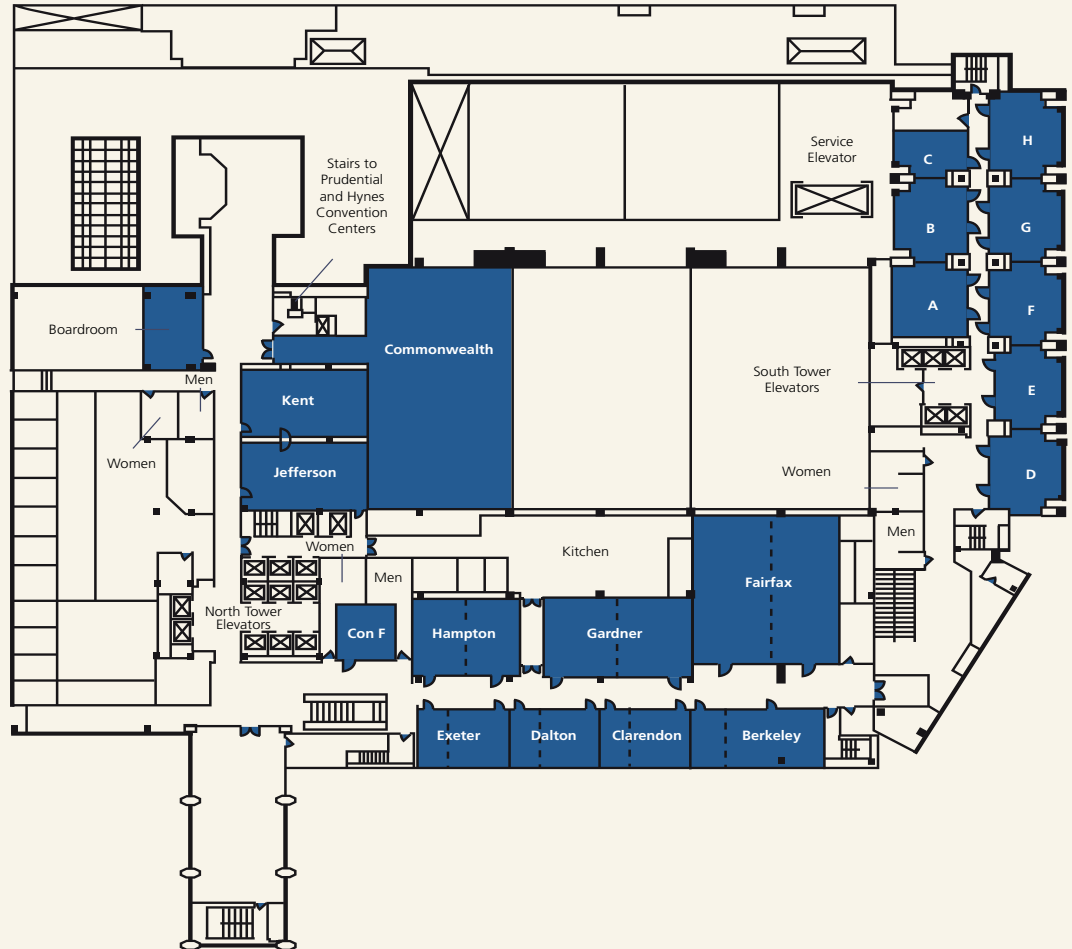
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Welcome to Spring Institute 2018.

Being a leader means continual improvement and reflection. We come together here to improve ourselves — and health care as a whole.

Our three-day gathering is your opportunity to build your leadership acumen, whether you're coming for professional improvement or to refresh your existing body of knowledge. It's also a great chance to interact and network with like-minded professionals.



2018
Spring Institute

2018 SPRING INSTITUTE PARTICIPANT AGENDA

26

Thursday, April

27

Friday, April

28

Saturday, April

Independence Ballroom	Liberty Ballroom	Back Bay Ballroom B
<p>Authentic Development Blaine Bartlett 8:00am – 4:30pm</p>	<p>Science of High Reliability Jeff Norton 8:00am – 4:30pm</p>	<p>Managing Physician Performance Paul Esselman 8:00am – 4:30pm</p>
<p>Authentic Leadership Development Blaine Bartlett 8:00am – 4:30pm</p>	<p>Science of High Reliability Craig Clapper 8:00am – 4:30pm</p>	<p>Managing Physician Performance Tim Keogh Marty Martin 8:00am – 4:30pm</p>
<p>Engaging Physicians for Results Stephen Beeson 8:00am – 4:30pm</p>		<p>Managing Physician Performance Marty Martin 8:00am – 12:00pm</p>




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2018 SPRING INSTITUTE PARTICIPANT AGENDA

26

Thursday, April

27

Friday, April

28

Saturday, April

Back Bay Ballroom C	Back Bay Ballroom D	Republic Ballroom	Hampton
<p>Three Faces of Quality</p> <p>Ed Walker</p> <p>8:00am – 4:30pm</p>	<p>Advanced Privileging and Credentialing</p> <p>Susan Lapenta</p> <p>8:00am – 4:30pm</p>	<p>Fundamentals of Physician Leadership: Quality</p> <p>David Nash</p> <p>8:00am – 4:30pm</p>	<p>Building and Leading Effective Teams</p> <p>Marty Martin</p> <p>8:00am – 4:30pm</p>
<p>Three Faces of Quality</p> <p>Ed Walker Harry Leider</p> <p>8:00am – 4:30pm</p>	<p>Emotional Intelligence</p> <p>Char Wenc</p> <p>8:00am – 4:30pm</p>	<p>Fundamentals of Physician Leadership: Influence</p> <p>Carrie Kish</p> <p>8:00am – 4:30pm</p>	<p>Group Decision Making</p> <p>Allison Linney</p> <p>8:00am – 4:30pm</p>
<p>Three Faces of Quality</p> <p>Harry Leider</p> <p>8:00am – 12:00pm</p>		<p>Fundamentals of Physician Leadership: Communication</p> <p>Tim Keogh</p> <p>8:00am – 4:30pm</p>	

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2018 SPRING INSTITUTE

PARTICIPANT NETWORKING

26

Thursday, April

Morning Breaks	Lunch Breaks	Afternoon Breaks	Dinner Groups
Institute Morning Break Grand Ballroom Foyer 9:45am – 10:00am	Lunch Presentation – FMG Leading Constitution Ballroom A & B 11:45am – 12:45pm	Institute Afternoon Break Grand Ballroom Foyer 2:45pm – 3:00pm	Institute Reception Constitution Ballroom 5:00pm – 6:30pm
Institute Morning Break Grand Ballroom Foyer 9:45am – 10:00am	Lunch Presentation – HCA Healthcare – Navigating Your Career Path Constitution Ballroom B 11:45am – 12:45pm Lunch Presentation – AAPL University Partners – Advance Your Career Constitution Ballroom A 11:45am – 12:45pm	Institute Afternoon Break Grand Ballroom Foyer 2:45pm – 3:00pm	Dinner Group RSVP using Online Dashboard 6:00pm
Institute Morning Break Grand Ballroom Foyer 9:45am – 10:00am	CPE 20th Anniversary Celebration Constitution Ballroom 12:00pm – 1:30pm	Institute Afternoon Break Grand Ballroom Foyer 2:45pm – 3:00pm	Dinner Group RSVP using Online Dashboard 6:30pm

27

Friday, April

28

Saturday, April

2018 SPRING INSTITUTE PARTICIPANT NETWORKING

ABOUT THE CPE CERTIFIED PHYSICIAN EXECUTIVE

A Certified Physician Executive is a licensed MD or DO with at least one year of leadership experience, is board-certified in a clinical specialty with three years' experience after residency and fellowship, and has completed the CPE four-phase curriculum OR has completed a qualifying graduate management degree program. CPE candidates must pass the 3½-day Certifying Commission in Medical Management Certification Program.

Endorsed by the American Association for Physician Leadership, the CPE is awarded by the Certifying Commission in Medical Management and is becoming the benchmark for CEOs and executive recruiters seeking the most accomplished and influential physician leaders.

■ physicianleaders.org/cpe

SCHEDULE AN ADVISING SESSION AND GET STARTED ON YOUR CPE JOURNEY

Our advising sessions are your personal, complimentary service to assist you in the selection of courses and career development top align with your professional goals.

2018 Spring Institute Welcome Reception



Thursday April, 26

Institute Reception

Constitution Ballroom

5:30pm – 8:30pm

Referral Program

Expand the physician leadership universe. Encourage your colleagues and cohorts to join the association, and we can inspire change ... together.

■ physicianleaders.org/referral

Dashboard

Our new, customizable tool is the best way to keep track of your educational progress, find events and members near you, and do more with your membership. Simply log on.

■ physicianleaders.org

Physician Leadership Journal

Showcase your expertise. Our award-winning flagship magazine welcomes submissions for a new section of peer-reviewed manuscripts. Email us for details.

editor@physicianleaders.org



Welcome to Beyond Burnout & Resilience 2018.

Today's high-pressure, ever-changing health care environment can challenge personal and professional satisfaction and wellness. But balance, well-being and synergy are not impossible.

Our one-day workshop features presentations from leading wellness experts, summarizing their approaches to personal, professional and organizational transformation. You'll gain strategies and techniques you can use to address burnout, plus the tools to increase wellness within your organization.

"I think there's a strong grasp that we're not going to 'resilience' our way out of this, that while resilience is necessary, it's far from sufficient. We're providing tools and practices we think will allow people to get more fundamentally anchored in what it means to be well, healthy, forward-thinking, optimistic and leaving behind the usual kinds of conversations that often limit people."

– Wiley "Chip" Souba for the American Association for Physician Leadership

2018

Beyond Burnout & Resilience

2018 BEYOND BURNOUT & RESILIENCE

PARTICIPANT AGENDA

27

Friday, April

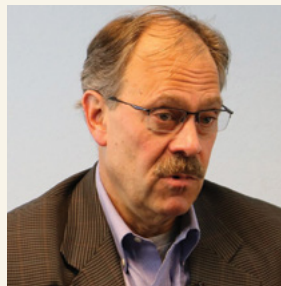
Gardner Room	Gardner Room	Gardner Room
Breakfast	Leading Well from Within: Transforming Burnout to Resiliency with the Neuroscience of Conscious Leadership	Working Lunch
7:30am – 8:00am	8:00am – 12:00pm	12:00pm – 1:00pm



Daniel Friedland, MD

As founder and CEO of SuperSmartHealth, Friedland helps people harness and leverage stress to become a motivating energy source so that they can resolve conflicts, collaborate, accomplish more, continually innovate and find greater success and significance at work and at home. An internist, he is the author of the first medical textbook published in the United

States on evidence-based medicine – now the standard of care for all health care practitioners. He recently published *Leading Well from Within, Conscious Leadership and Transforming Burnout into Resilience*, an evidence-based book with a foundation in neuroscience and mindfulness practice.



Wiley "Chip" Souba, MD, MBA, ScD

A cancer surgeon and researcher, he went on to become chair of surgery at Penn State and vice president for health affairs and dean of the medical schools at Ohio State and Dartmouth. Along the way, he became known for innovative approaches to effective health care leadership, professionalism, wellness and organizational well-being, with more

than 500 peer-reviewed articles published. As professor of surgery, Souba (pronounced *show-ba*) continues to teach at Dartmouth and for organizations around the country, sharing his philosophies on the science of "leading yourself" and understanding the language of leadership.

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2018 BEYOND BURNOUT & RESILIENCE

PARTICIPANT AGENDA

27

Friday, April

Gardner Room

Creating a Culture of Well-being and Wholeness: Leading Your Organization's Transformation Journey

Wiley "Chip" Souba

1:00pm – 5:00pm

Gardner Room

Q & A with Program Faculty

12:00pm – 1:00pm



Join us in Chicago, July 21-22, for our Physician Wellness Academy

This interactive, two-day workshop is designed to encourage and facilitate personal, professional and organizational transformation.

By harnessing the principles, research and neuroscience of burnout, our expert faculty will provide tangible and sustainable practices for recognizing and addressing burnout.

As part of our Summer Academy Series, you can learn how to:

- Build a meaningful and sustainable physician wellness program for your organization.
- Identify opportunities to build a culture of wellness for your clinical teams.
- Start with a personal approach to wellness to impact your organization.
- Identify symptoms of burnout and how to cultivate a system of support.

■ physicianleaders.org/summer


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Welcome to the Thought Leadership Symposium 2018.

Ideas, concepts and conversations taking place here will energize you and orient you to many of the ongoing discussions happening in health care, relevant to physician leadership.

Our three-day event is designed to inspire. Get answers to pressing questions during thought leadership panel discussions. Learn and engage with fellow physician leaders during peer-to-peer sessions. Network with influential and experienced physician leaders. And celebrate with the industry's top achievers.

2018

Thought Leadership Symposium

2018 SYMPOSIUM

PARTICIPANT AGENDA

28

Saturday, April

Constitution Ballroom		Constitution Ballroom	
Welcome Opening Session w/ Keynote Address David Robertson 8:00am – 8:45am	Peer Presentations See page 24 9:00am – 9:45am	Global Health Accreditation Mary Miller Sallah 10:00pm – 10:45am	Peer Presentations See page 18 11:00am – 11:45am



Keynote: David Robertson

The Power of Little Ideas

We tend to imagine innovation as slow, incremental change or else industry-shifting disruption. Yet for most companies, neither works. In this presentation, MIT Sloan professor David Robertson outlines a third way of innovation — actual working strategies for world-class companies that build on his co-authored, ground-breaking study of Lego's near-collapse and rise, "Brick by Brick".



Global Health Accreditation

The Role of the Physician Leader in Medical Travel and Tourism.

Mary Miller Sallah, MHA, director of operations of the Global Healthcare Accreditation Program, has more than 12 years of experience in the daily management of international health care facilities, international business development, proven leadership in change management, and the implementation of continuous quality improvement models in multiple countries.




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2018 SYMPOSIUM PARTICIPANT AGENDA

28

Saturday, April

Grand Ballroom	Peer Presentations See page 18 2:00pm – 2:45pm	Constitution Ballroom Population Health Panel Tony Slonim, MD, DrPH, CPE, FAAPL Renown Health Joe Grzymiski, PhD Desert Research Institute 3:00pm – 4:00pm	Constitution Ballroom Symposium Networking Reception 5:00pm – 6:30pm
CPE 20th Anniversary Lunch and CPE 20th Anniversary Celebration 12:00pm – 1:30pm			



Thought Leadership Networking Reception

Grand Ballroom

Saturday, April 28, 5:00pm – 6:30pm

Take advantage of your opportunity to connect with colleagues and network with like-minded physician leaders. Enjoy meaningful conversations

with others who, like you, are making a difference in the ever-changing world of health care.



Population Health Session

Healthy Nevada Project: Leading Population-Based Genetic Testing to Improve Community Health

The Healthy Nevada Project, developed by Renown Institute for Health Innovation, is one of the first community-based population health studies in the United States. A world-class team of researchers and physicians are using genetics,

environmental data and individual health information to create a healthier Nevada. Tony Slonim, president of Renown Health, will present the story behind the project alongside Joe Grzymiski, associate research professor for Desert Research Institute.

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PEER PRESENTATIONS

Saturday, April 28

9:00am – 9:45am

Interprofessional Communication: Learning to Speak the Same Language to Improve Patient Safety
Presented by Dr. Zulma Berrios
Room: *Berkley*

Building and Sustaining High Reliability in the Air Force Medical Service
Presented by Dr. Bret Burton
Room: *Clarendon*

Physician Wellness, Encompassing Mind, Body and Soul
Presented by Dr. Matthew Eschelbach
Room: *Dalton*

Health Care Delivery Science Builds Brand Loyalty
Presented by Dr. Nicholas Cozzi
Room: *Exeter*

Algorithmic Thinking: A Useful Technique for Quality Improvement
Presented by Dr. Judith Melin
Room: *Gardner*

11:00pm – 11:45pm

Prevent It, Rather Than Defend It: The Impact of Empathic Communication on Being Sued
Presented by Dr. Jeremy Blanchard
Room: *Berkley*

Pairing Up to Break Down Silos: A Unique Approach to Team-Building
Presented by Dr. Michael Canady
Room: *Clarendon*

Respect for People: The Most Important Leadership Principle for Success in Turbulent Times
Presented by Dr. Paul DeChant
Room: *Dalton*

How May I Help You? The Impact of Communication and Motivational Interviewing Workshops on Resident Perception of Their Skills
Presented by Dr. Vipul Shah
Room: *Exeter*

Leveraging Deckplate: Innovation to Optimize Patient Safety and Quality Across Navy Medicine
Presented by Dr. Bruce Gillingham
Room: *Gardner*

2:00pm – 2:45pm

Collaborative Care Rounds: Interprofessional Collaboration in a Community Teaching Hospital
Presented by Dr. Edgar Chedrawy
Room: *Berkley*

Why Hospitals Should Dive: The Submarine Crew as a Model for a High-Reliability Organization
Presented by Dr. James Mucciarone
Room: *Clarendon*

The Road to Addressing Professional (Mis)Conduct: How to Fake It Until You Make It
Presented by Dr. Ron Nutting
Room: *Dalton*

Evaluations: Making the Most of a Challenging Responsibility
Presented by Dr. Aryn Rojiani
Room: *Exeter*

The Role of Telehealth in Improving Access and Patient Experience
Presented by Dr. Sylvia Romm
Room: *Gardner*

Lean Six Sigma: A Luxury or Necessity in Health Care
Presented by Dr. Pankaj Kumar
Room: *Hampton*

Sunday, April 29

9:00am – 9:45am

The CMO Role During a Time of Hospital Acquisition: Direct Experience on Successfully Engaging Your Staff
Presented by Dr. Robert Insoft
Room: *Berkley*

A Multidisciplinary Model for Chronic Renal Disease Care
Presented by Dr. Terrence Jay O'Neil
Room: *Clarendon*

Physician Conflict: Managing Conflict When You Can't Avoid One
Presented by Dr. Umesh Sharma
Room: *Dalton*

One Small Safety-Net Clinic's Experience with an Integrated Practice Unit
Presented by Dr. Anne VanGarse
Room: *Exeter*

Value-Based Pay: Communicating the "Why" to Frontline Physicians
Presented by Dr. Edward Yu
Room: *Gardner*

Geometric Communication
Presented by Dr. Bryan Becker
Room: *Hampton*

Perspectives: Proven Solutions for the Opioid Epidemic

Discover how physician leadership galvanized efforts to stem a deadly epidemic. Get some insight into building a peer coalition, and gain insight from the stories of others on the front lines — including hospital administrators, pharmacists and survivors.

Panelists include:

Don Stader, MD, FACEP (Swedish Medical Center): Associate medical director and ER physician in Colorado who helped start a task force on opioid safety and treatment, leading to a successful statewide treatment pilot program.

Rachael Duncan, PharmD, BCPS (Swedish Medical Center): Emergency medicine clinical pharmacist who was instrumental in pharmacy-related training and laying the groundwork for alternative medications in the pilot program.

Diane Rossi MacKay, RN, MSN, CPHQ: Pilot director, representing Colorado Hospital Association, where she is responsible for performance improvement and patient safety.

Stacy Bare: Representing the patient and survivor perspective, he is the national director of programs and operations for The Phoenix, which helps people rise, recover and move beyond stigma.

Michael Canady, MD, MBA, CPE, FACS: CEO of Holzer Health System in Gallipolis, Ohio, which serves one of the country's hardest-hit regions in the opioid epidemic.

Deborah Pasko, PharmD, MHA: Medication safety and quality director, American Society of Health-System Pharmacists. Addresses the topic of opioids at professional and personal levels.

SUNDAY, APRIL 29

2018 SYMPOSIUM

PARTICIPANT AGENDA

29

Sunday, April

Grand Ballroom	Constitution Ballroom	Constitution Ballroom	Constitution Ballroom
Coffee and Networking	Physician Engagement	Peer Presentations	Perspectives: Proven Solutions for the Opioid Epidemic
7:00am – 8:00am	Margaret McKenzie, MD CEO of South Pointe Hospital	See page 18	See page 19
	8:00am – 8:45am	9:00am – 9:45am	10:00am – 11:30am



Vipul L. Shah, MD, FACP, CPE

Leape Award

The Leape Award recognizes institutions and their leaders dedicated to advancing the quality of health care by developing medical students and residents as future leaders.

This year's Leape Award recognizes New York City Health & Hospitals/Lincoln for its collaborative initiative with New York State officials to reduce the number of frequently readmitted inpatients. The NYCHH program was launched to improve communication with patients by using motivational interviewing skills to improve clinical outcomes while promoting interdisciplinary teamwork and patient-centered care.



Sam Cullison, MD, ABFM, CPE

Schenke Award

The Schenke Award goes to individuals who have exhibited innovation in the creation of education or training programs to advance physician leadership and improve health care.

This year's Schenke Award honors Sam Cullison, MD, ABFM, CPE, of Methodist Health System in Dallas, Texas, for launching a physician leadership program in collaboration with AAPL, producing more than 80 physician leader participants within the first three cohort groups. Cullison's vision is to ensure physicians receive comprehensive training not limited to solving clinical issues but dedicated to preparing physicians for the industry's unexpected changes.




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2018 SYMPOSIUM

PARTICIPANT AGENDA

29

Sunday, April

	Grand Ballroom	Constitution Ballroom
<p>Networking break</p> <p>11:30am – 12:00pm</p>	<p>Lunch and Convocation Celebration</p> <p>12:00pm – 1:30pm</p>	<p>Your Physician Leader Value Proposition</p> <p>Margaret McKenzie, MD CEO of South Pointe Hospital DISC Assessment - Dian Ginsberg</p> <p>2:00pm – 3:00pm</p>



Bob Hodge, MD, CPE, FAAPL, FACP, and Barbara Linney

Join us as we recognize two key figures in the development and refinement of the association's Certified Physician Executive program.

Hodge is chairman of the board of directors of the Certifying Commission in Medical Management, the organization that establishes and maintains standards for CPE certification. He has been an AAPL member since 1978. Linney helped develop and administer the CPE program during her 22-year tenure with the American College of Physician Executives, the

forerunner of AAPL. She retired in 2012 as vice president of career development.

"Without them, the CPE would not have become the fine program that is now widely recognized in the industry as a preferred credential for physician leaders," says AAPL President and CEO Peter Angood, MD, CPE.



Margaret McKenzie, MD

Referral Program

Expand the physician leadership universe. Encourage your colleagues and cohorts to join the association, and we can inspire change ... together.

■ physicianleaders.org/referral

Dashboard

Our new, customizable tool is the best way to keep track of your educational progress, find events and members near you, and do more with your membership. Simply log on.

■ physicianleaders.org

Physician Leadership Journal

Showcase your expertise. Our award-winning flagship magazine welcomes submissions for a new section of peer-reviewed manuscripts. Email us for details.

■ editor@physicianleaders.org



WELCOME TO THE 2018 VANGUARD PROGRAM

Our new AAPL Vanguard Program is designed to provide high-level programming and networking to match seasoned physician leaders' sophisticated degree of experience in leadership, education, achievement and dedication to improving the industry. This program leverages the legacy of ACPE's prior version of the Vanguard Group.

The American Association for Physician Leadership and the Vanguard Group are relaunching the program by inviting your peers and those interested in becoming a Vanguard member to attend the "Economics of Health Care" Vanguard Program at the 2018 Physician Leadership Summit.

The AAPL seasoned leaders task force recently has been working toward activating and refreshing the association's historic Vanguard Group and its approach. Through ongoing engagements via live events, thought leadership forums and a robust online community, the new Vanguard Group will add a meaningful layer of leadership through collaboration, networking, mentoring and coaching.

In Boston, the "Economics of Health Care" program will consider scenarios that create unexpected financial stressors on our health care delivery systems. Natural disasters, workforce disruptions, financial reform, mass casualties and other industry disruptions — these physician-led conversations set the stage for future Vanguard programming where physician leaders can leverage their potential to support other physician leaders and impact the industry.

– Peter Angood, MD, CPE, FRCS(C), FACS, MCCM
President and CEO

2018 SYMPOSIUM

VANGUARD AGENDA

29

Sunday, April

Back Bay Ballroom A	Back Bay Ballroom A	Back Bay Ballroom A	Ballroom Foyer
<p>Economics of Health Care Program and the Impact of Unexpected Events Program</p> <p>Dr. Ram Raju Presents: Physicians as Leaders in Health Care Disruption</p> <p>3:00pm – 3:45pm</p>	<p>Unexpected Event: Disaster Scenario</p> <p>Dr. Gregory Ciottone Director of Disaster Medicine at Harvard University and special consultant to the White House on Disaster Medicine</p> <p>3:50pm – 4:30pm</p>	<p>Workforce Disruption</p> <p>Dr. Peter Buerhaus Director of the Center for Interdisciplinary Health Workforce Studies, Montana State University</p> <p>4:30pm – 5:30pm</p>	<p>Vanguard Networking Reception</p> <p>5:30pm – 6:30pm</p>

30

Monday, April

Back Bay Ballroom A	Back Bay Ballroom A
<p>Industry Disruption</p> <p>James Daniel of Hancock, Daniel & Johnson, PC, on Mergers and Acquisitions</p> <p>Jason Lineen of Avia Health Innovation on technology and digital disruption</p> <p>8:30am – 9:30am</p>	<p>Finance Disruption and Closing Session</p> <p>Dr. Frank J. Lexa Author and consultant on issues at the intersection of health care and business.</p> <p>9:30am – 11:00am</p>

Vanguard Guests



Greg Ciottone, MD, FACEP, FFSEM

Ciottone is an internationally recognized expert in disaster medicine and emergency management. He is the director for medical preparedness at the National Preparedness Leadership Initiative and has served as a consultant in more than 30 countries and for the U.S. State Department, Department of Health and Human Services, Department of Homeland Security, Department of Justice and the White House Medical Unit during

the Obama and Trump administrations.



Peter I. Buerhaus, PhD, RN, FAAN

Buerhaus is a nurse and a health care economist known for his studies on the nursing workforces in the United States. He is a professor of nursing and director of the Center for Interdisciplinary Health Workforce Studies at Montana State University's College of Nursing. He serves on the board of directors of AcademyHealth and the Bozeman Deaconess health care system. In 2010, he was appointed chair

of the National Health Care Workforce Commission, which was created under the Patient Protection and Affordable Care Act to advise on health workforce policy.



James Daniel

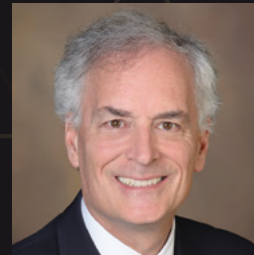
Daniel is a health care lawyer who counsels clients in the development of new delivery models and alignment structures, including bundled payment, patient-centered medical homes, accountable care organizations and clinically integrated networks. His expertise includes structuring mergers, acquisitions, reorganizations, joint ventures, divestitures and member-substitution arrangements.



Jason Lineen

Lineen is the vice president of strategy for Avia Health Innovation. As the leader of AVIA's Strategy Team, his focus is connecting the dots between organizational strategic priorities and designing and enabling high-performing innovation teams to achieve transformative results. He has advised some of the nation's leading health systems and academic medical centers on matters relating to innovation-capacity

development; mergers, acquisitions and affiliations; and the journey to value-based care.



Frank J. Lexa, MD, MBA, FACR

Lexa is author of *Leadership Lessons for Success in Health Care* and a speaker, consultant and writer on issues at the intersection of health care and business. His expertise in business and finance has led him to teach abroad, serve as a strategic consultant in capital ventures, serve on finance and economic committees and work with startup companies in the health care sector. He is an academic neuroradiologist

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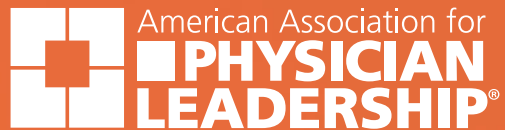




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