



HealthLeaders Media
EXCHANGE

CNO EXCHANGE

Omni Scottsdale Resort & Spa at Montelucia
 Scottsdale, AZ | November 6-8, 2017



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HEALTHLEADERS MEDIA

CNO EXCHANGE

Omni Scottsdale Resort & Spa at Montelucia | Scottsdale, AZ | November 6–8, 2017



CONTENTS

Welcome Letter 3

JIM MOLPUS
Leadership Programs Editor, HealthLeaders Media

Program Agenda 4

A LOOK AT THE PROGRAM'S EVENTS AND DISCUSSIONS

Discussion Guides

New Models of Care 7

The Nurse of the Future 9

CNO WorkGroups 11

Member Introductions 12

WHO'S WHO AT THIS YEAR'S HEALTHLEADERS MEDIA CNO EXCHANGE

HealthLeaders Media Introductions 22

**About HealthLeaders Media
and H3.Group 23**

About Our Sponsors 24

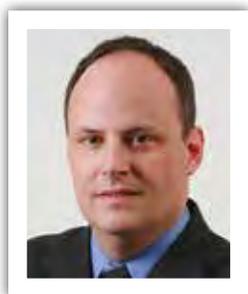
Resort Map 30

OMNI RESORTS
montelucia | scottsdale

Nestled at the base of Camelback Mountain, Omni Scottsdale Resort & Spa at Montelucia is an intimate oasis inspired by the exotic locale of Spain's Andalusia Region. This Spanish retreat provides guests a unique destination that breaks away from the ordinary and allows for total relaxation, entertainment and comfort.

HealthLeaders Media
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A lot of scary things are happening in nursing today. Nurses have been thrust to the front lines of difficult social problems. They have found themselves harmed, or even handcuffed, taking care of patients. Where there is a gap in care, often it's a nurse who is asked to fill it. Need to measure more quality? Find a nurse. Need better clinical documentation? Find a nurse. What's more, the practice of nursing is changing faster than the industry can respond. Baby boomer nurses are retiring, passing the torch to new generations with their own ideas about caring, medicine, and life.

We all should be concerned about the future of nursing. Nevertheless, I'm confident that the profession will thrive. Nursing is a calling. It is the professional extension of a compassionate soul and a scientific mind. We'll always need nurses; the future of the profession, however, will need to be guided and supported by leaders like you.

Over the next two days, we hope that you will take advantage of the combined knowledge of the **2017 HealthLeaders Media CNO Exchange**. Our two major discussion topics this year are **New Models of Care** and **The Nurse of the Future**, two parallel tracks that must shape the industry in the coming years.

Once again, the Exchange is made possible by our sponsors, Capella, CipherHealth, Envision Physician Services, GE Healthcare—Workforce Management, Optum, and Spok. We thank them for their support and the experience they will share with us.

To uphold our mutual goals, please bear in mind a few guidelines for the event. First, please understand that our goal is to share solutions and insights from the events with our broader audience of almost 100,000 healthcare leaders, so our editors will be covering the sessions for editorial content. Second, like many events where healthcare decision-makers gather, it is our policy that no discussions or interactions that might broach conflict-of-interest or antitrust concerns will occur.

As your host, please find me or any member of our team to express any concerns or requests that might prevent us from exceeding your expectations for our time together.

Jim Molpus

Leadership Programs Director
HealthLeaders Media

PROGRAM AGENDA

MONDAY | November 6

6–8 p.m. **Welcome Reception** (*Kasbah Patio*)

TUESDAY | November 7

7:15–8 a.m. **Buffet Breakfast** (*Valencia Lawn/Foyer*)

8–8:30 a.m. **Event Kickoff/General Session** (*Valencia B*)

8:45–10:15 a.m. **ROUND A SESSIONS**

Breakout Session 1

New Models of Care—Group A (*Valencia Salon II*)

Breakout Session 2

New Models of Care—Group B (*Valencia Salon III*)

Breakout Session 3

The Nurse of the Future (*Valencia Salon IV*)

Sponsor Panel Session 1

Capella (*Cordoba*)

Sponsor Panel Session 2

CipherHealth (*Sevilla*)

Sponsor Panel Session 3

Envision Physician Services (*Valencia Salon I*)

10:15–10:30 a.m. **Break**

PROGRAM AGENDA

10:30 a.m.–
12:00 p.m.

ROUND B SESSIONS

Breakout Session 4

The Nurse of the Future—Group A (*Valencia Salon II*)

Breakout Session 5

The Nurse of the Future—Group B (*Valencia Salon III*)

Breakout Session 6

New Models of Care (*Valencia Salon IV*)

Sponsor Panel Session 4

GE Healthcare—Workforce Management (*Cordoba*)

Sponsor Panel Session 5

Optum (*Sevilla*)

Sponsor Panel Session 6

Spok (*Valencia Salon I*)

12:00 p.m.

Boxed Lunch

Please join us by the pool for lunch and relaxation. This is free time for you to enjoy the resort and surrounding area.

1–4 p.m.

Wine Tasting and Chocolate Tour

Please meet in the Ballroom Circle at 1 p.m.; buses will depart promptly at 1:15 p.m.

6–6:45 p.m.

Cocktails

 (*Cortijo Plaza*)

6:45–8 p.m.

Dinner & Storytelling from CNO Exchange Members

 (*Castillo Lucena*)

Dinner and behind-the-scenes stories of life as a CNO from Exchange Members, who will share their tough days, inspirational moments, and experiences of when they realized the true value of their calling.

PROGRAM AGENDA

WEDNESDAY | November 8

- 7 a.m. **Buffet Breakfast** (*Valencia Lawn & Foyer*)
- 7:30–8:30 a.m. **Ideas Exchange** (*Valencia B*)
- 8:30–10 a.m. **ROUND C SESSIONS**
- Breakout Session 7**
New Models of Care (*Valencia Salon II*)
- Breakout Session 8**
The Nurse of the Future (*Valencia Salon III*)
- Breakout Session 9**
Focus Group (*Valencia Salon IV*)
- 10–10:15 a.m. **Break**
- 10:15–11:30 a.m. **ROUND D SESSIONS—WORKGROUPS**
- **WorkGroup A: Violence and Safety** (*Valencia Salon I*)
 - **WorkGroup B: Span of Control** (*Valencia Salon II*)
 - **WorkGroup C: Improving Patient Engagement and Satisfaction** (*Valencia Salon III*)
 - **WorkGroup D: Nursing Fatigue and Burnout** (*Cordoba*)
 - **WorkGroup E: Open Dialogue** (*Sevilla*)
- 11:30 a.m. **Adjourn**

DISCUSSION GUIDES

New Models of Care

SYNOPSIS

As care is no longer solely concentrated in the acute setting, nurse leaders are challenged to manage staff and patients across multiple care entities. Adding to this undertaking, nurses are charged with improving quality and safety, as well as patient engagement and satisfaction, in the face of increasingly restrictive funding and disparate cultures. And because nursing stands at the epicenter of industry changes, the ability of healthcare systems to achieve their goals is largely dependent on how well nurse leaders and their staff perform. This discussion will address how leaders are instituting a structure for continual process improvement that enhances quality and lowers the cost of care.

In this session of the HealthLeaders Media CNO Exchange, we will explore the following questions:

- As acute care becomes more organized around specialty centers, how are you redesigning care to support key service lines?
- How are you achieving shared governance with the clinical practice group to plan, drive standardization, and improve care and outcomes?
- With increased mergers and acquisitions, what steps are you taking to create consistency in culture and care practices across diverse care sites?
- What ambulatory strategies are you employing (for example, specialty clinics to reduce length of stay and readmissions)?
- How are you creating and working with community partners to manage transitions of care? How are you setting up practices and metrics to foster and assess the effectiveness of care partners?
- What initiatives are you taking to improve your NDNQI scores? How are you innovating to improve patient engagement and involvement in their care?

DISCUSSION GUIDES

New Models of Care

FOR FURTHER READING

Patient Safety Efforts Need Engaged Leaders

HealthLeaders Media

Tinker Ready

March 9, 2017

www.healthleadersmedia.com/quality/patient-safety-efforts-need-engaged-leaders

The Joint Commission warns that hospital leaders are not promoting changes needed to improve attitudes toward safety, and new research both confirms and challenges the validity of tools designed to measure patient safety culture.

Ambulatory and Outpatient Care

HealthLeaders Media

Jonathan Bees

December 1, 2016

www.healthleadersmedia.com/leadership/ambulatory-and-outpatient-care

Ambulatory and outpatient care strategy is being driven by many industry factors, including the need to listen to the voice of the consumer.

DISCUSSION GUIDES

The Nurse of the Future

SYNOPSIS

As the U.S. healthcare system moves toward value-based care, nurse leaders must determine how nurses can evolve to effectively contribute to current and future models of care. This may call for new nursing roles, creative deployment of existing staff, and increased use of APRNs and nurses with advanced degrees. Nurses from novice to expert must also develop new skills and competencies to deliver high-quality care in this mercurial environment. Nurse leaders, meanwhile, are challenged to develop, recruit, and retain nurses in the face of a changing workforce.

In this session of the HealthLeaders CNO Exchange, we will explore the following questions:

- What is your vision of the “nurse of the future?” What do you think the roles and responsibilities of nurses will (or should) encompass? How does this mesh with where nursing is today?
- Have you redesigned your nursing teams to meet the goals of an increasingly value-based care environment and to enable nursing and assistive staff to work at the top of their licenses? What has been the biggest pain point in achieving this?
- What types of skills and competencies will nurses need to achieve value-based care? How are you assisting your staff to develop these skills?
- How do advanced practice nurses and nurses with advanced degrees fit into your organization’s nursing plan?
- What types of recruitment and/or professional development programs are you using to ensure you have the right nurse for the right role? How are you retaining nurses you’ve invested in?
- How are you developing nurse managers? What skills and competencies do these nurses need to be future leaders?

DISCUSSION GUIDES

The Nurse of the Future

FOR FURTHER READING

APRNs Improve Quality Outcomes, Cost of Care

HealthLeaders Media

Jennifer Thew, RN

June 1, 2017

www.healthleadersmedia.com/quality/aprns-improve-quality-outcomes-cost-care

Advanced practice RNs improve quality outcomes across the care continuum in multiple ways, including decreasing readmissions.

Top Nurse Retention Tactics Identified

HealthLeaders Media

Jonathan Bees

April 6, 2017

www.healthleadersmedia.com/nurse-leaders/top-nurse-retention-tactics-identified

HealthLeaders Media asked senior healthcare leaders about the core nursing challenges their organizations face. Here is a highlight from the survey.

DISCUSSION GUIDES

CNO WorkGroups

Once again, we are offering WorkGroups at this year's HealthLeaders Media CNO Exchange, which allow for hands-on involvement in addressing specific issues nurse executives face. WorkGroups give members the chance to take immediate action steps, based on group interaction, to implement at their organizations. Group discussions will take place during the Exchange with the option of post-event collaboration.

DURING THE EXCHANGE

Members choose a group based on a particular topic they would like to tackle. (See the list of topics below.) A leader will be selected to guide the discussion and facilitate next steps. The discussion will encompass initiatives that have worked (or didn't work). Participants will then recommend three to four action steps to consider when they return to their organization.

POST-EXCHANGE

The voluntary follow-up call will provide a chance to share steps applied to date; receive suggestions from the group about any roadblocks that have arisen; and share information gathered, best practices identified, and resources tapped. A second call may be scheduled upon members' request.

INSIGHTS REPORTS

HealthLeaders Media editors will observe WorkGroup sessions, facilitate post-event calls, and produce reports based on each group's key findings.

WORKGROUP TOPICS

- **Violence and Safety:** Training nurses to handle the increased violence and behavioral health concerns of patients, which can cause injury and stress.
- **Span of Control:** Determining the most appropriate responsibilities for nurse managers and directors, and decisions for offloading and reassigning duties.
- **Improving Patient Engagement and Satisfaction:** Leveraging the outpatient model to shorten acute care, including nurse tele-education to promote patient competencies.
- **Nursing Fatigue and Burnout:** Creating a culture that gives nurses a voice, promotes well-being, offers leadership development, and finds ways to offload nonessential tasks.
- **Open Dialogue:** Members in this group choose the topic(s) they would most like to explore.

MEMBER INTRODUCTIONS



Beverly Bokovitz

FORMER CHIEF NURSING OFFICER
St. Anthony's Health Care System/
St. Louis, MO

Beverly Bokovitz has held a variety of leadership positions, including senior vice president, CNO and COO, for the past 14 years and was most recently the CNO for St. Anthony's Health Care System in St. Louis. She joined St. Anthony's from the Akron General Health System in Ohio, where she was senior vice president and CNO. Bokovitz holds a Master of Science in Nursing from Case Western Reserve University and recently completed her Doctor of Nursing (DNP) at Waynesburg University. She is board-certified as an advanced nurse executive and has extensive experience in healthcare operations, strategy, and board relationships. Under Bokovitz's guidance, Akron General attained Magnet® recognition from the American Nurses Credentialing Center.



Khadija Boston-Leary, BSN, MHA, MBA, CNOR, NEA-BC

SENIOR VICE PRESIDENT AND CNO
Union Hospital of Cecil County/
Elkton, Maryland

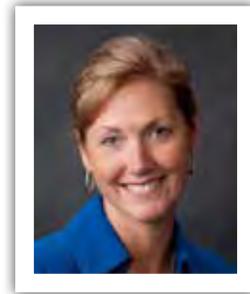
Katie Boston-Leary is the senior vice president and CNO at Union Hospital in Elkton, Maryland. She collaborates with the medical staff to ensure continued clinical effectiveness and provides operational oversight of nursing and ancillary services at Union Hospital (the only Pathway® designated organization in Maryland). Boston-Leary has a Master of Health Administration and Master of Business Administration from the University of Maryland and a Bachelor of Science in Nursing from Bowie State University.



Kim Bushnell, DNP, RN, NEA-BC

VICE PRESIDENT, PCS AND CNO
Mercy Medical Center/Baltimore

Dr. Kim Bushnell is vice president for patient care services and Chief Nursing Officer (CNO) at Mercy Medical Center in Baltimore. Among many accomplishments, Dr. Bushnell led the nursing division to successful MAGNET re-designation in May 2016. Prior to joining Mercy, she held various leadership positions, including assistant VP of patient care and director positions of critical care and emergency services. Her clinical background includes trauma and emergency nursing, critical care, and flight nursing. She received her BSN from George Mason University in Virginia, her MSN from The Catholic University in Washington, DC, and her DNP from Johns Hopkins University School of Nursing in Maryland.



Karen Clements, RN, BSN, MSB, FACHE

CNO
Dartmouth-Hitchcock/Lebanon, New Hampshire

Karen Clements has been the CNO of Dartmouth-Hitchcock since June 2016. Over the past three years, she has led projects such as development of a regional patient placement and transfer center, creation of an emergency services line, and the redefinition of nursing practice in the ambulatory and primary care setting. Clements has developed and implemented the System Staffing Office, which enhances the current workforce with a highly qualified per diem staffing pool to support patient care. She is a Fellow of the American College of Healthcare Executives and is the president of its Northern New England chapter. She also serves as president of the Lebanon-Riverside Rotary Club.

MEMBER INTRODUCTIONS



Teresa Connolly, DNP, RN, NEA-BC

CNO AND CHAIR, DEPARTMENT OF NURSING
Mayo Clinic/Phoenix

Dr. Teresa Connolly has over 30 years of experience in nursing, with 25 of those years spent in leadership roles. She received her Bachelor of Science degree from the University of Wisconsin, Oshkosh, then attained her Master of Science in Nursing and her Doctor of Nursing Practice from Loyola University in Chicago, both with a focus on nursing administration. Dr. Connolly holds the rank of assistant professor of nursing at Mayo Clinic College of Medicine. She is board-certified as a Nurse Executive—Advanced from the American Nurses Credentialing Center, and holds membership in the American Organization of Nurse Executives, American Nurses Association, American College of Healthcare Executives, and Sigma Theta Tau International. She is also the past president of the Arizona Organization of Nurse Executives and a member of the Arizona Medical Board.



Tammy Daniel, DNP, MA, RN, NEA-BC

VICE PRESIDENT, PATIENT CARE SERVICES
Baptist Medical Center/Jacksonville, Florida

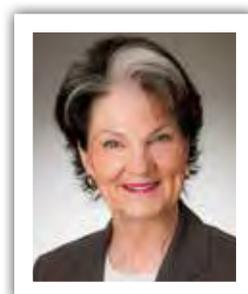
Tammy Daniel is the vice president of patient care services at Baptist Medical Center in Jacksonville, Florida. The flagship facility has 489 beds and is part of a five-hospital health system. Baptist Medical Center was named one of 2017's "Top 100 Hospitals" by Truven Health Analytics and received the Everest award. All five hospitals have received Magnet® recognition since 2007. Daniel attended nursing school in Davenport, Iowa. She obtained her master's degree in health services management and her Doctor of Nursing Practice from Rush University.



Dale Danowski, MBA, BSN, RN

SENIOR VICE PRESIDENT AND CNO
St. Vincent's Medical Center/Bridgeport, Connecticut

Dale Danowski is senior vice president and CNO at St. Vincent's Medical Center in Bridgeport, Connecticut, where she has worked for 36 years. She has administrative oversight of all clinical service lines plus pharmacy, laboratory, patient relations, volunteer services, engineering, safety/security, food/nutrition, and environmental services. As senior vice president and CNO, she established a professional practice culture to empower nurses through a Shared Governance Council. Danowski led the nursing staff to their first Magnet® designation in November 2013.



Mary Ellen Doyle, MBA, BSN, RN

CORPORATE VICE PRESIDENT, NURSING
Scripps Health/San Diego

Mary Ellen Doyle is the corporate vice president of nursing for Scripps Health in San Diego. Scripps offers services by way of its 26 ambulatory centers, five hospitals, home health, hospice, mobile medical unit, m-health, and health plan. As a member of Scripps' executive team, she partners with the chief medical officer and vice president of ambulatory/population health to execute Scripps' healthcare delivery strategies. Doyle has extensive experience leading within shared governance and highly matrixed organizational environments. She is passionate about her role in developing talent and building organizational improvement capabilities to continuously improve performance and excel in service delivery. To that end, in 2017, Scripps was named as one of Fortune's "100 Best Companies to Work For" for the ninth consecutive year and was recognized by Truven as one of the nation's "Top 15 Health Systems" for the fifth time.

MEMBER INTRODUCTIONS



Judy Fix, MSN, RN

SENIOR VICE PRESIDENT, PATIENT CARE SERVICES AND CNO

Long Beach Memorial & Miller Children's and Women's Hospital/Long Beach, California

Judy Fix has served for 16 years as the senior vice president of patient care services and CNO for Long Beach Memorial & Miller Children's and Women's Hospital in Long Beach, California. These two medical centers are owned by the vertically integrated MemorialCare Health System in Orange County and South Los Angeles. Fix has served healthcare organizations in operations, consulting, and education roles. She is active in multiple professional organizations, serves on the Nurse Leadership Board for the Hospital Association of Southern California, and holds an adjunct faculty position in the Master of Nursing program at California State University, Long Beach.



Teresa Fisher

**CHIEF OPERATING OFFICER/
CHIEF NURSING OFFICER**

Lakewood Health Systems/
Staples, Minnesota

Teresa Fisher is the Chief Operating Officer/ Chief Nursing Officer at Lakewood Health System (LHS). LHS is an independent, rural healthcare system comprised of a 25-bed Critical Access Hospital, five primary care clinics, a geriatric inpatient behavioral health unit, and a long-term care unit. Founded in 1936 and located in the city of Staples, Minnesota, LHS serves Cass, Crow Wing, Morrison, Todd and Wadena Counties. LHS is a recognized leader in providing innovative, patient-based care.



Jennifer Gentry, MS, RN, NEA-BC

FORMER CNO

Christus Spohn Healthcare System/
Corpus Christi, Texas

Jennifer Gentry is the former CNO of Christus Spohn's Shoreline and Memorial hospitals in Corpus Christi, Texas. She has worked with Christus Spohn since 2011. Christus Spohn Memorial is the region's only Level II trauma center, while the Shoreline campus is a chest pain and stroke-accredited tertiary care center. Combined, the two campuses are licensed for over 700 beds. Gentry is leading Spohn Nursing through significant change: The Memorial and Shoreline campuses are being merged into one campus, with the addition of a patient care tower on the Shoreline campus. Gentry, a three-time graduate of Excelsior College, received her associate's, bachelor's, and master's degrees with a focus on clinical systems management.



Kathy Guyette, MSN, RN, NEA-BC

**SENIOR VICE PRESIDENT, PATIENT CARE SERVICES AND PRESIDENT,
REGIONAL MEMBER HOSPITALS**

Mission Health System/
Asheville, North Carolina

Kathy Guyette has more than 18 years of experience in nursing leadership. She joined Mission Health System in 2008 as vice president and CNO. Currently, Guyette is the senior vice president of patient care services and president of the five Regional Member Hospitals. Prior to Mission Health, she served as vice president and associate CNO for UNC Hospitals in Chapel Hill. In this role, she led multiple clinical IT initiatives, developed advancement and leadership opportunities for nurses, and was instrumental in clinical and business improvements throughout the organization. Before that, Guyette served in multiple capacities at VIA Health, Rochester General Hospital, and Strong Memorial Hospital, all in Rochester, New York.

MEMBER INTRODUCTIONS



**Jacqueline Herd,
DNP, MSN, RN,
NEA-BC**

EXECUTIVE VICE PRESIDENT AND CNO
Grady Health System/Atlanta

Dr. Jacqueline Herd is executive vice president and CNO at Grady Health System, a 953-bed not-for-profit academic medical center in Atlanta. It is the only Level I trauma center in Atlanta, a Joint Commission-accredited burn center, and a comprehensive stroke center. Dr. Herd has 35 years of nursing experience, with 32 of those years spent in nursing leadership. A California native, she received her associate's degree in nursing from Compton Community College, a bachelor's degree in health science, and a master's degree in nursing and certification as a Family Nurse Practitioner from California State University Dominguez Hills.



**Beth Houlahan,
DNP, RN, CENP**

**SENIOR VICE PRESIDENT AND
CHIEF NURSE EXECUTIVE**
UW Health/Madison, Wisconsin

Beth Houlahan is the senior vice president and chief nurse executive for UW Health. Her nursing career has been focused on creating high-quality, reliable systems of care and developing the next generation of nurses and healthcare professionals. Houlahan received her Doctor of Nursing Practice at Rush University in Chicago and completed the Johnson and Johnson Wharton Nurse Executive Fellowship from the University of Pennsylvania in Philadelphia. She is certified in executive nursing practice. Houlahan has received several honors throughout her nursing career, such as the Iowa Organization of Nurse Leaders' Outstanding Nurse Leader Award, the Alumni Professional Achievement Award from Mt. Mercy College, and the American Academy of Ambulatory Care Nursing's Excellence in Administrative Ambulatory Nursing Practice Award.



**Jennifer Jackson,
RN, DNP**

CNO
University of Cincinnati Medical Center/
Cincinnati

Jen Jackson has served as vice president of patient care services and CNO for University of Cincinnati Medical Center (UCMC) since 2009. She is charged with leading more than 1,500 nurses throughout UCMC. This includes responsibility for nursing operations across all inpatient medical and surgical units, including cardiovascular services and neurosciences. She also oversees air care and mobile care, the emergency department, perioperative services, women's health, and the hospital's patient- and family-centered care initiative. Jackson has more than 14 years of nursing leadership experience at UCMC. She earned her Doctor of Nursing Practice from the University of Cincinnati in 2013. Jackson currently serves on the LifeCenter Medical Advisory Board, helping to raise awareness for organ donation.



**Barbara Jacobs,
MSN, RN-BC,
NEA-BC, CCRN-K**

CNO
Anne Arundel Medical Center/
Annapolis, Maryland

Barbara Jacobs joined Anne Arundel Medical Center (AAMC) as vice president of nursing/CNO in September 2015. In this role, she is responsible for nursing practice across the system, which includes a 385-bed hospital, hosts 96,000 ED visits and 5,500 births annually, and features outpatient mental health and substance abuse. AAMC is a Magnet®-designated hospital and a leader in patient-centered care. Previously, Jacobs was CNO at Suburban Hospital/ Johns Hopkins Medicine in Bethesda, Maryland, and held progressive leadership positions at George Washington University Hospital in Washington, D.C. She has extensive clinical expertise in critical care nursing and is immediate past president of the Maryland Organization of Nurse Leaders.

MEMBER INTRODUCTIONS



Sheila Kempf, PhD, RN, NEA-BC

CNO
Mount Sinai West/New York City

Dr. Sheila Kempf is CNO at Mount Sinai West in New York City. She is also adjunct faculty at Quinnipiac University's DNP program. Dr. Kempf started her nursing career in critical care, holding progressive positions as clinical educator, nurse manager, director of critical care, and vice president of cardiovascular services. Recently, as senior vice president of patient care services and CNO at Bristol Hospital in Connecticut, she led the nursing staff to their first Magnet® designation in July 2015. Dr. Kempf's experience also includes marketing in medical product companies. She has served as vice president of marketing and general manager for companies such as Nellcor, Marquette Medical, B. Braun, and Honeywell. She has extensive experience in patient flow, shared governance, and business planning.



Jonathan Kling, MBA, BSN, RN, CCRN

SYSTEM CNO
NCH Healthcare System/Naples, Florida

Jon Kling serves as the system CNO for the NCH Healthcare System. He has been with NCH since 2003, serving as associate CNO for operations and ED/critical care unit director before accepting the role of system CNO. Kling's clinical practice background is in critical care and burn/trauma nursing. He received his nursing degree from Maric College in San Diego, his bachelor's degree in healthcare administration in 2010 from Columbia Southern University, and his MBA in 2013 from Columbia Southern University.



Cynthia Latney, PhDc, MSN, RN, NE-NC

**VICE PRESIDENT OF PATIENT SERVICES
AND CNO**
Penrose St. Francis Health Services/
Colorado Springs, Colorado

Cynthia Latney is the CNO and vice president of patient care services for Penrose St. Francis Health Services, a 522-bed Magnet® Recognition-designated community health system. She also serves as the group CNO for Centura Health South State Region hospitals. Latney has 28 years of experience in nursing leadership. She previously held positions at the Hospital Corporation of America (CNO, vice president, and director of critical care) and The Methodist Hospital in Houston (director and manager). A transformational leader, she influences the hospital's strategic direction and ensures nursing's goals and initiatives are aligned.



Michelle Lopes, MSN, RN, NEA-BC

**SENIOR VICE PRESIDENT, PATIENT
CARE SERVICES AND CNO**
John Muir Health/Walnut Creek, California

Michelle Lopes is the senior vice president of patient care services and CNO for John Muir Medical Center, Walnut Creek. The 557-licensed-bed hospital is a designated Level II trauma center that offers complex medical-surgical services plus critical care, women and children's, pediatric, orthopedic, neuroscience, cardiac, and cancer service lines. John Muir Medical Center, Walnut Creek is also a Magnet®-designated hospital (2008 and redesignation in 2013). Lopes has been with John Muir Health since 1991, when she began her career as an endocrine staff nurse. She served as manager of nursing operations, director of clinical operations, and director of women's and children's services prior to being named CNO in 2014.

MEMBER INTRODUCTIONS

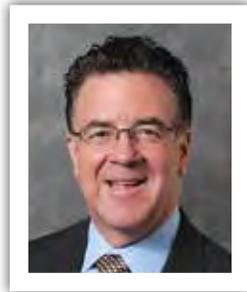


Irene Macyk, PhD, RN, NEA-BC

**ASSOCIATE EXECUTIVE DIRECTOR
AND CHIEF NURSING EXECUTIVE**
Lenox Hill Hospital/Manhattan, New York

Irene Macyk is a nursing leader with 10 years of progressive experience at Northwell Health.

As associate executive director and chief nurse executive, she has strategic oversight of the nursing care provided at Lenox Hill Hospital; Manhattan Eye, Ear and Throat; and Lenox Health Greenwich Village. Previously, Macyk held leadership roles throughout the health system, including direction of patient care services at North Shore University Hospital, where she oversaw over 500 beds and a \$50 million budget encompassing medicine, surgery, and maternal child services. Preceding that, she served as director of nursing education and quality improvement at Cohen Children's Medical Center.



Michael J. Markel Jr., RN, MNC, MSBA, FACHE

VICE PRESIDENT AND CNO
Henry Ford Macomb Hospitals/Clinton,
Michigan

Mike Markel is the vice president and CNO for Henry Ford Macomb Hospitals, where he is accountable for all inpatient and outpatient nursing operations, safety and security, and inpatient and outpatient rehabilitation. Markel started at Henry Ford Macomb Hospitals in 2013. Previously, he was with Trinity Health for 30 years, serving as executive director for emergency services, CNO, and regional executive for hospital and ambulatory operations for the North Region of St. Joseph Mercy Ann Arbor. Markel received his associate's degree in nursing from Highland Park Community College, his Bachelor of Science in Nursing from Mercy College of Detroit, and his Master of Science in Nursing and Master of Science in Business Administration from Madonna University.



Linda McClarigan, RN, BSN, MSHA, NE-BC

**CNO AND VICE PRESIDENT,
PATIENT CARE SERVICES**
Adirondack Health/Saranac Lake, New York

Linda McClarigan is CNO and vice president of patient care services at Adirondack Health, the only full-service health system in New York state's 6-million-acre Adirondack Park. She has held a number of senior executive, management, and leadership positions over the course of her career, including director of quality improvement, director of education, vice president of patient care services/CNO, and vice president of administration/COO. McClarigan has been with Adirondack Health for five years.



Ronda McKay, DNP, RN, CNS

**VICE PRESIDENT, PATIENT CARE
SERVICES AND CNO**
Community Hospital/Munster, Indiana

Ronda McKay is the vice president of patient care services and CNO at Community Hospital in Munster, Indiana. She earned her BSN from Indiana University and her MSN from Indiana University—Purdue University Indianapolis, and completed her doctorate in nursing practice at Loyola. McKay has more than 20 years of combined management and clinical experience. Prior to joining Community Hospital, she was the interim CNO and executive director for cardiovascular services at Howard Regional Health System. McKay has published several articles and speaks throughout the country. She is involved in the American Organization of Nurse Executives, the Council of Health Care Advisors, the Sigma Theta Tau National Honor Society of Nursing, the American College of Healthcare Executives, and the American Nurses Association.

MEMBER INTRODUCTIONS



Paula McKinney, DNP, RN, NE-BC

VICE PRESIDENT, PATIENT CARE SERVICES AND CNO

Scotland Health Care System/
Laurinburg, North Carolina

Dr. Paula McKinney has 30 years of experience in nursing with 15 years as a nurse leader. She is currently the vice president of patient care services/CNO for Scotland Health Care System in North Carolina. Dr. McKinney received her Bachelor of Science in Nursing from Indiana University, her Master of Science in Nursing from Indiana Wesleyan University, and her Doctor of Nursing Practice from the University of Southern Indiana with a focus on organizational and system leadership. She is a board-certified nurse executive from the American Nurses Credentialing Center. Dr. McKinney has served on several boards, is published, and is a member of the American Organization of Nurse Executives and Executive Women in Healthcare.



Barbara R. Medvec, DNP, RN, NE-BC

CLINICAL ASSISTANT PROFESSOR

University of Michigan/Saline, Michigan

Barb Medvec has vast experience in healthcare, from frontline care to executive leadership, including system leadership as a chief nursing executive. She has worked with Michigan's Office of Nursing Policy and currently holds a clinical and faculty appointment at the University of Michigan and School of Nursing, in its Department of Systems, Populations and Leadership. Medvec holds a DNP and Master of Science in Nursing and Business from Madonna University in Livonia, Michigan, plus a BSN from the University of Michigan. Medvec is certified as a Nurse Executive—Advanced and holds a Fundamentals of Magnet™ certificate, both granted by the ANCC.

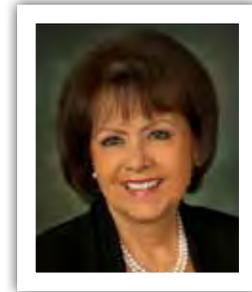


Denise Mihal, RN, BSN, MBA

EXECUTIVE VICE PRESIDENT AND CHIEF NURSING/CLINICAL OPERATIONS OFFICER

Novant Health/Winston-Salem,
North Carolina

Denise Mihal began her healthcare career in 1986 as a RN. Today, she is Novant Health's executive vice president and chief nursing/clinical operations officer. Mihal is accountable for systemwide leadership of professional nurse practice, clinical operations, care management, quality and safety, team member and patient experience, performance improvement, and workforce planning. She has blended her clinical expertise, administrative knowledge, and leadership skills to help Novant Health grow to a robust healthcare system that includes 14 acute hospitals, over 800 clinics, 24,000 employees, and over 5,000 nurses. Mihal received her Bachelor of Science in Nursing from William Paterson College and her MBA from Rutgers University.



Kathy Mikos, DNP, RN, NEA-BC

VICE PRESIDENT AND CNO

Ingalls Health System/Harvey, Illinois

Kathy Mikos serves as vice president of patient care services and CNO at Ingalls Health System. Her 10-year tenure has been part of a career path in nursing leadership that includes 17 years of service at the executive level. Ingalls Health System, after a 94-year period of independently providing care for an underserved area of Chicago, completed a merger with the University of Chicago Medicine. Mikos' career encompasses over 37 years of experience within Chicago and its suburbs, including three major health systems as well as community-based independent organizations. She is a Johnson & Johnson / Wharton Nurse Executive Fellow of 2005 and completed her Doctor of Nursing Practice (DNP) degree at Rush University in 2009. Mikos holds adjunct teaching positions in the DNP programs at Rush University and Lewis University.

MEMBER INTRODUCTIONS



Shawn O'Connor, DNP, MBA, FACHE, NEA-BC

CNO
Naperville, Illinois

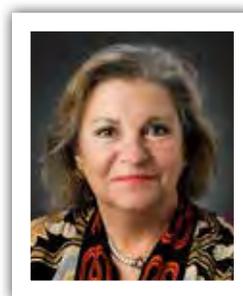
Shawn O'Connor has over 30 years of experience as a CNO in urban and suburban settings. She has experience in Magnet® nursing environments, most recently achieving Magnet recognition at Amity Adventist Hinsdale Hospital in 2015. She recently completed a two-year engagement with KentuckyOne's Jewish Hospital and Frazier Rehab Institute in Louisville, Kentucky, where she improved employee engagement, reduced RN turnover, and improved clinical and operational outcomes. O'Connor received her doctorate from Rush University, her MBA from Northern Illinois University, and her MSN from Loyola University of Chicago. She is currently an instructor at Elmhurst College's Department of Nursing.



Karla Ramberger, DNP, RN

SENIOR VICE PRESIDENT AND CHIEF NURSING EXECUTIVE
Methodist Health System/Dallas

Karla Ramberger is the senior vice president and chief nursing executive for Methodist Health System, a four-hospital system in Dallas. She has been a member of the Methodist nursing team for more than 23 years and has served in various nursing leadership roles, including emergency trauma services and risk management. Ramberger received her Bachelor of Science in Nursing from the University of Texas at Arlington, her Master of Science in Nursing from the University of Texas at Tyler, and her Doctor of Nursing Practice in Systems Leadership from Rush University in Chicago. While serving as CNO, she was instrumental in the opening of the new Sammons Critical Care expansion at Methodist Dallas and was part of the leadership team that achieved Level I trauma designation.



Nancy Ray, RN, MA, NEA-BC

CHIEF NURSING EXECUTIVE
University Health System/San Antonio

Nancy Ray is the senior vice president and chief nursing executive of University Health System in San Antonio. She holds a Master of Nursing degree from New York University and a Bachelor of Science in Nursing from Skidmore College in Saratoga Springs, New York. Ray specialized in psychiatric care and worked as a bedside nurse for six years. She then transitioned to the academic setting, eventually becoming the director of the School of Nursing at St. Joseph's Hospital in Marshfield, Wisconsin, prior to coming to University Health System. Ray helped lead University Health System to Magnet® designation in 2010 and re-designation in 2015. She is currently working with the ambulatory clinics in preparation for the next Magnet survey.



Laura Reed, DNP, MBA

CHIEF NURSING EXECUTIVE
Fairview Health System/Minneapolis, Minnesota

Laura Reed serves as the chief nursing executive for Fairview Health System in Minnesota, which includes an academic medical center, 11 community-based hospitals, primary care, specialty clinics, and long-term and postacute care. Previously, she served as the chief operating officer and chief nursing executive for ThedaCare, where her responsibilities included clinical operations for the system's ambulatory, postacute, community, and rural hospital settings. Reed has extensive leadership experience in clinical operations and organizational effectiveness. She holds a Master of Science in Nursing and an MBA from the University of Iowa, and earned her Doctor of Nursing Practice from the University of Minnesota School of Nursing.

MEMBER INTRODUCTIONS



Kenneth Rempher, PhD, RN, MBA, CENP, MS

**EXECUTIVE VICE PRESIDENT AND
HEALTH SYSTEM CHIEF NURSE
EXECUTIVE**

Cone Health/Greensboro, North Carolina

Dr. Kenneth Rempher is the executive vice president and chief nurse executive for the Cone Health system based in Greensboro, North Carolina. Cone Health is an integrated not-for-profit network serving people in central North Carolina and southern Virginia with over 100 locations, including six hospitals. Dr. Rempher is responsible for the clinical practice of more than 3,000 nurses across the system. He contributes to education and research and is responsible for defining strategy and maintaining a uniform standard of care. Dr. Rempher received his BSN from the University of Minnesota, his master's degree in nursing from the University of Maryland, his MBA from the Merrick School at the University of Baltimore, and his PhD from the University of Maryland.



Lanyce Roldan, MSN, RN

**SENIOR VICE PRESIDENT AND
CHIEF NURSING EXECUTIVE**

Lancaster General Health/Penn Medicine/
Lancaster, Pennsylvania

Lanyce Roldan has enjoyed over 30 years with Lancaster General Health/Penn Medicine, holding a number of leadership positions including trauma program manager, director of nursing, executive director of neurosciences and musculoskeletal service lines, and chief nursing executive. During her career, she has rebuilt the trauma program, supported Epic implementation, generated growth of 15% in joint replacements with the redesign of the joint replacement program, and established clinical practice guidelines for acute low back pain.



Margaret Scheffel, BSN, RN, MBA-MHA

VICE PRESIDENT AND CNO

Carilion Clinic/Roanoke, Virginia

Meg Scheffel is vice president and CNO of Carilion Clinic in Roanoke, Virginia—a Level I trauma center, an American Nurses Credentialing Center Magnet® designee, and an academic facility. She has extensive experience as a bedside nurse and as a nursing administrator. Scheffel graduated from Temple University with a Bachelor of Science in Nursing and received MBA and MHA degrees from American Intercontinental University. Upon joining Carilion in January 2016, she began implementing change initiatives using an evidence-based practice model for process improvement, increasing patient satisfaction, and empowering frontline nurses to own and drive their practice through a shared governance system.



Mary Shehan, DNP, RN, NEA-BC

CNO

Weiss Memorial Hospital/Chicago, Illinois

Prior to becoming CNO of Weiss Memorial Hospital, Dr. Mary Shehan was the senior vice president and chief nursing executive at Swedish Covenant Hospital, where she also served as the nursing home administrator at its extended care facility. In addition, she has held positions as clinical nurse specialist for surgical services, operating room nurse manager, and director of surgical and obstetrical services. Under her leadership and guidance, Swedish Covenant was able to obtain Magnet Recognition Program® designation and redesignation. Dr. Shehan is an associate professor to the adjunct faculties at Rush University College of Nursing and the College of Nursing at North Park University. She is a member of the American Organization of Nurse Executives, the Illinois Nurses Association, and the Sigma Theta Tau International Honor Society of Nursing.

MEMBER INTRODUCTIONS



Desi Shubin, RN, MSN

CNO
Willamette Valley Medical Center/
McMinnville, Oregon

Desi Shubin is CNO at Willamette Valley Medical Center in McMinnville, Oregon. She received her bachelor's degree from Linfield College and her master's degree from Loyola University. Previously, she served as the regional director of quality for the Heart and Vascular Institute at Providence Health Systems, Oregon Region, and the director of patient care services at Legacy Good Samaritan Medical Center. With more than 21 years of service, Shubin is a respected leader with a proven track record of reversing underperforming operations, developing programs, raising patient satisfaction, and improving processes. She is the co-founder of the Greater Portland Area Heart Failure Nurse Council and a member of the American Organization of Nurse Executives and the Northwest Organization of Nurse Executives.



Deana Sievert, MSN, RN

**VICE PRESIDENT OF PATIENT CARE
SERVICES AND CNO**
Metro Region ProMedica Health System/
Toledo, Ohio

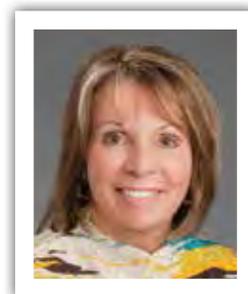
Deana Sievert has over 25 years of experience in nursing, with 15 of those years in leadership roles. She received her Bachelor of Science in Nursing from the University of Toledo / Medical College of Ohio Consortium, then obtained her Master of Science in Nursing from the Medical University of Ohio, Toledo. She is currently enrolled in the Doctor of Nursing Practice program at Ohio State University. During her tenure, Sievert has helped lead the ProMedica Toledo Hospital Campus to three consecutive years of being recognized as one of Healthgrades' "Top 100 Hospitals" and as a "Top 50 Heart Hospital" in 2017. She oversees nursing care operations for all three ProMedica hospital campuses in the Toledo metro area. Sievert serves on several community boards, including the local Boys and Girls Club, the Mercy College Advisory Board, and the University of Toledo Advisory Board.



Geraldine Towndrow, MA, BSN, RN

**SENIOR VICE PRESIDENT, NURSING
AND CNO**
Sisters of Charity Leavenworth Health/
Broomfield, Colorado

Gerri Towndrow joined Sisters of Charity Leavenworth (SCL) Health as CNO in April 2015, after serving as vice president and CNO of Lutheran Medical Center since 2011. She provides strategic direction for nursing quality and safety, and leads the implementation of consistent practices throughout the SCL Health family. She has more than 30 years of nursing leadership experience. As CNO for Lutheran, Towndrow served as a champion for patient care and nursing practice. Prior to joining Lutheran, she served in California as the vice president and CNO of patient care services at Methodist Hospital in Sacramento and Mercy Hospital Folsom.



Cathleen Wheatley, MS, RN, CENP

**CHIEF NURSE EXECUTIVE AND
SENIOR VICE PRESIDENT, CLINICAL
OPERATIONS**
Wake Forest Baptist Health/Winston
Salem, North Carolina

Cathleen Wheatley is the chief nurse executive and senior vice president of clinical operations at Wake Forest Baptist Health (WFBH), an integrated academic health system operating more than 1,200 inpatient beds on four campuses and providing more than 2 million ambulatory care visits annually. Wheatley oversees the professional practice of more than 3,500 nurses and 500 APRNs, and the clinical operations of integrated inpatient and ambulatory care. She has extensive international experience as a healthcare executive. Prior to joining WFBH, she served as chief nurse executive of Abu Dhabi Health Services in the United Arab Emirates and was responsible for the professional practice of more than 9,000 nursing and allied health professionals.

HEALTHLEADERS MEDIA INTRODUCTIONS



Jim Molpus

LEADERSHIP PROGRAMS DIRECTOR
HealthLeaders Media

Jim Molpus is leadership programs director with HealthLeaders Media, and is responsible for managing the company's executive relationships and leadership events. Prior to his current role, Jim served as editorial director of HealthLeaders Media, where he oversaw the editorial direction of *HealthLeaders* magazine, HealthLeaders online news, and the Top Leadership Teams in Healthcare awards program. During his tenure, the editorial products were recognized among the nation's best business publications by the American Society of Business Publication Editors and the American Society of Healthcare Publication Editors.



Julie Auton

LEADERSHIP PROGRAMS EDITOR
HealthLeaders Media

Julie Auton is leadership programs editor at HealthLeaders Media. In this role, she develops programs for healthcare executives, including the Exchange program, HealthLeaders Media Live, and the HealthLeaders Physician Executive Series. Prior to joining HealthLeaders, she was principal of a commercial writing agency for corporate and nonprofit clients. Her communications career includes positions at The Coca-Cola Company, the Atlanta Committee for the Olympic Games, AmericasMart-Atlanta, and *Competitive Edge* magazine. Julie joined HealthLeaders Media in 2015.



Jennifer Thew, RN

SENIOR EDITOR, NURSING
HealthLeaders Media

Jennifer Thew, RN, is senior editor, nursing for HealthLeaders Media, and writes the weekly Nursing Perspectives column for HealthLeadersMedia.com and for HealthLeaders' Nursing Leaders e-newsletter. She is also responsible for recruiting potential speakers for HealthLeaders' webcasts as well as connecting with chief nursing officers and other nurse leaders.

Jennifer has a Bachelor of Science in Nursing and has worked in neuroscience, hospice, and telephone triage during her 16 years as a nurse. She has a Master of Science in Journalism and was previously the national nurse editor for *Nursing Spectrum Magazine*, now known as Nurse.com.

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