



HealthLeaders Media  
**EXCHANGE**

# PHYSICIAN ORGANIZATION EXCHANGE

The Lodge at Torrey Pines | La Jolla, CA | December 7-9, 2016



*The Physician Organization Exchange is proudly sponsored by:*



HEALTHLEADERS MEDIA  
**PHYSICIAN  
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EXCHANGE**

The Lodge at Torrey Pines | La Jolla, CA | December 7-9, 2016



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**JIM MOLPUS**

Leadership Programs Director, HealthLeaders Media

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**HealthLeaders** Media

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*The Lodge at Torrey Pines is one of a handful of AAA 5 diamond rated San Diego luxury hotels, and for good reason. Situated on the cliffs above gorgeous Torrey Pines State Beach, and located at the 18th hole of the world-renowned Torrey Pines Golf Course, this breathtaking setting is home to our stunning resort.*

HEALTHLEADERS MEDIA  
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ORGANIZATION  
EXCHANGE**



The title of our **Physician Organization Exchange** is both descriptive and aspirational. Over the next two days, you and two dozen of your best peers from physician networks, medical group practices, ACOs, and other provider organizations will share ideas on how to bring physicians together toward the mutual goal of providing higher-quality care at a better value. Actually achieving *organization* in any real sense may be a bit quixotic, but in the journey there is progress.

The topics you have chosen to share make up different fronts of the overall challenge you face. In *The New Patient Relationship*, we will look at ways to drive quality and create access to evolve how physicians and patients interact. In *Practice Finances*, we will discuss the impact of MACRA, other swings in value-based reimbursement, and opportunities for new revenue streams. And in *Physician Life*, we will look at the stressors and joys of being a physician today, and what you as leaders can do to support and retain your workforce.

The Exchange is made possible by our sponsors, Bank of America Merrill Lynch, CareAllies, and Conifer Health Solutions. We thank them for their support, and for the experience they will share with us.

To support 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 forum sessions of this event 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 with 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

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## WEDNESDAY | December 7

6–8 p.m. **Welcome Reception** (*Arroyo Terrace*)

## THURSDAY | December 8

7:15–8 a.m. **Buffet Breakfast** (*Alfred Mitchell*)

8–8:30 a.m. **Event Kickoff/General Session** (*Alfred Mitchell*)

8:30–9:45 a.m. **ROUND A SESSIONS**

### Breakout Session 1

#### **The New Patient Relationship: Creating Access and Closing Gaps in Care** (*Everett Jackson I*)

The endgame for value-based healthcare is to create a new relationship between the patient and the physician. For the provider, this means collaborating in a diverse care team and creating additional points of patient access. It also means gathering and using clinical data effectively, and wrapping that information into a picture of the patient's overall health. This session will explore meaningful, actionable ways in which physicians are transforming the quality of patient care.

### Breakout Session 2

#### **Physician Life** (*Everett Jackson II*)

Seasoned physicians are burning out at a concerning rate—moving to nonclinical roles, retiring early, or leaving medicine altogether due to dissatisfaction over industry changes. Loss of autonomy, demanding workloads, healthcare reform, EHR documentation, and new delivery models are some of the contributing factors. Compounding this, the newer workforce of millennial physicians is seeking reduced hours and more work-life balance, resulting in scheduling challenges. In this session, we will discuss how physician leaders are addressing burnout and creating a work environment that supports clinicians while meeting patient demands and maintaining quality across the care continuum.

### Breakout Session 3

#### **Practice Finances** (*Everett Jackson III*)

As the healthcare industry moves from volume to value, physician organizations must rethink most elements of how they do business. With relatively little experience to draw from, today's medical groups must develop strategies for risk-based contracting and aligning provider compensation with quality-based incentives. What's more, organizations treating Medicare patients must create an infrastructure to comply with MACRA in the near and short term, and project how payment adjustments related to the data they report will affect the bottom line. Finally, in an era when most medical groups operate at a loss, organizations are behooved to explore new revenue streams while constantly scrutinizing overhead. In this session, we will discuss how physician leaders are addressing these financial challenges while carrying out their practice missions.

# PROGRAM AGENDA

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9:45–10 a.m. **Break** (*Alfred Mitchell Foyer*)

10–11:30 a.m. **ROUND B SESSIONS**

**Sponsor Panel Session 1**

**Bank of America Merrill Lynch** (*Everett Jackson I*)

**Sponsor Panel Session 2**

**CareAllies** (*Everett Jackson II*)

**Sponsor Panel Session 3**

**Conifer Health Solutions** (*Everett Jackson III*)

**HealthLeaders Media Focus Group** (*Alfred Mitchell*)

11:30 a.m. **Boxed Lunch** (*Alfred Mitchell Foyer*)

12–5 p.m. **Afternoon Activities**

**Golf Scramble**

Please meet at the South Course staging area at noon. Golf carts will be ready for the first group to tee off at 12:10 p.m. The pro shop is located here as well.

**Guided Hike of Torrey Pines State Reserve**

Please meet in the main lobby at 12:30 p.m. The hike will be from 1 to 3 p.m.

5:45–6:45 p.m. **Cocktail Reception** (*Charles Fries Room*)

6:45–8:30 p.m. **Dinner and Presentation** (*Charles Reiffel*)

# PROGRAM AGENDA

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## FRIDAY | December 9

7:15 a.m. **Buffet Breakfast** (*Alfred Mitchell*)

7:45–8:45 a.m. **Ideas Exchange** (*Alfred Mitchell*)

8:45–10 a.m. **ROUND C SESSIONS**

**Breakout Session 4**

**The New Patient Relationship: Creating Access and Closing Gaps in Care** (*Everett Jackson I*)

**Breakout Session 5**

**Physician Life** (*Everett Jackson II*)

**Breakout Session 6**

**Practice Finances** (*Everett Jackson III*)

10–10:15 a.m. **Break** (*Alfred Mitchell Foyer*)

10:15–11:30 a.m. **ROUND D SESSIONS**

**Breakout Session 7**

**The New Patient Relationship: Creating Access and Closing Gaps in Care** (*Everett Jackson I*)

**Breakout Session 8**

**Physician Life** (*Everett Jackson II*)

**Breakout Session 9**

**Practice Finances** (*Everett Jackson III*)

**Adjourn**

Buses will depart for the San Diego airport from the main lobby at 11:45 a.m. & 12:15 p.m.

# DISCUSSION GUIDES

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## The New Patient Relationship: Creating Access and Closing Gaps in Care

Moderator: Jim Molpus, Leadership Programs Director, HealthLeaders Media

### SYNOPSIS

The endgame for value-based healthcare is to create a new relationship between the patient and the physician. For the provider, this means collaborating in a diverse care team and creating additional points of patient access. It also means gathering and using clinical data effectively, and wrapping that information into a picture of the patient's overall health. This session will explore meaningful, actionable ways in which physicians are transforming the quality of patient care.

**In this session of the HealthLeaders Media Physician Organization Exchange, we will explore the following questions:**

- How do your physicians view the evolution of their patient relationships? Do you use specific language or goals to describe the transformation?
- Describe the new care team at your physician organization in terms of how physicians' roles and responsibilities have evolved.
- You can't improve what you can't measure—but not all measurements drive quality. Describe how your physician organization has prioritized its goals to focus on patient impact.
- Which physician organizational structures—networks, ACO-like agreements, employment, joint ventures—are up or down for you in terms of driving quality?
- How effectively has your physician organization moved into wellness and prevention? Are incentives working for you and your patients to reward better health?

# DISCUSSION GUIDES

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## The New Patient Relationship: Creating Access and Closing Gaps in Care

Moderator: Jim Molpus, Leadership Programs Director, HealthLeaders Media

### FOR FURTHER READING

#### *Physician Affiliations Don't Affect Quality—Yet*

By Debra Beaulieu

September 29, 2016

<http://www.healthleadersmedia.com/physician-leaders/physician-affiliations-dont-affect-qualityyet>

Think employing physicians at your hospital will inherently boost clinical quality? Think again, suggests a study published this month in the *Annals of Internal Medicine*. But don't jump to the conclusion that tight physician integration harms care, either. In fact, researchers found that switching to an employment model had no effect on hospitals' readmission rates, lengths of stay, or patient satisfaction metrics.

#### *Getting Serious About Population Health Management*

By Philip Betbeze

March 2, 2016

<http://www.healthleadersmedia.com/quality/getting-serious-about-population-health-management#sthash.05M7YSDs.dpbs>

Healthcare provider organizations have increased their embrace of population health management, according to HealthLeaders Media research. How they approach population health is strongly connected to leaders' strategic vision. One route is a clinical integration strategy; another is to receive funding from federal programs, such as Delivery System Reform Incentive Payment. The choice of strategic pathways determines how a provider organization builds and executes a population health strategy, and is tightly bound with the governance process. Organizations are at different levels of sophistication in understanding what a PHM strategy requires, so leaders must think clearly about their strategy and ensure that tactics follow suit, or their efforts may flounder.

# DISCUSSION GUIDES

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## Physician Life

Moderator: Julie Auton, Leadership Programs Editor, HealthLeaders Media

### SYNOPSIS

Seasoned physicians are burning out at a concerning rate—moving to nonclinical roles, retiring early, or leaving medicine altogether due to dissatisfaction over industry changes. Loss of autonomy, demanding workloads, healthcare reform, EHR documentation, and new delivery models are some of the contributing factors. Compounding this, the newer workforce of millennial physicians is seeking reduced hours and more work-life balance, resulting in scheduling challenges. In this session, we will discuss how physician leaders are addressing burnout and creating a work environment that supports clinicians while meeting patient demands and maintaining quality across the care continuum.

**In this session of the HealthLeaders Media Physician Organization Exchange, we will explore the following questions:**

- How are you changing your organization’s culture to foster collaboration, offer flexibility, and support a more positive work environment?
- How are you organizing the work process and flow to prevent excessive workloads?
- How are you creating ways for physicians to enjoy work-life balance while maintaining care delivery, such as off-loading nonphysician work to others?
- How are you recruiting physicians for certain areas and specialties, such as ED?
- How are you empowering physicians to voice opinions and drive change?
- How is standardized care affecting physician morale?
- How are you encouraging physicians to learn coping skills and adopt more wellness behaviors?
- How are you relieving physicians of administrative work so they can concentrate on care delivery?
- What are you doing to help physicians restore the joy to their practice?

# DISCUSSION GUIDES

## Physician Life

Moderator: Julie Auton, Leadership Programs Editor, HealthLeaders Media

### FOR FURTHER READING

**Stop Ignoring Physician Burnout**, By Debra Beaulieu, April 14, 2016

<http://www.healthleadersmedia.com/physician-leaders/stop-ignoring-physician-burnout>

While new data confirms that the stability of the physician workforce is as precarious as ever, a multispecialty group's CMO explains how reducing burnout is an achievable goal.

**1 in 2 Physicians Demoralized, Dissatisfied**, September 21, 2016

<http://www.healthleadersmedia.com/physician-leaders/1-2-physicians-demoralized-dissatisfied>

Medical doctors are largely overwhelmed by their work and disengaged from key healthcare reform measures such as value-based payments, accountable care organizations, and electronic health records, survey data shows.

**Physician Burnout Heavily Influenced by Leadership Behaviors**, By Alexandra Wilson Pecci, April 28, 2015

<http://www.healthleadersmedia.com/physician-leaders/physician-burnout-heavily-influenced-leadership-behaviors>

Researchers find a "very strong relationship between [physician] satisfaction and burnout and the leadership behaviors of physician supervisors" in large healthcare organizations.

**3 in 4 Physicians Could Be Contemplating a Career Change**, By Debra Beaulieu, May 19, 2016

<http://www.healthleadersmedia.com/physician-leaders/3-4-physicians-could-be-contemplating-career-change>

Healthcare executives share insights on how to keep doctors satisfied with their jobs amid shifting practice preferences and reimbursement realities.

**Electronic Tools Fan the Flames of Physician Burnout**, June 27, 2016

<http://www.healthleadersmedia.com/physician-leaders/electronic-tools-fan-flames-physician-burnout>

Physicians who use EHRs and CPOEs are not just less satisfied with their clerical burdens, but also at higher risk for professional burnout, according to a national study.

**3 Strategies for Retaining Millennial Employees**, By Lena J. Weiner, September 15, 2014

<http://www.healthleadersmedia.com/hr/3-strategies-retaining-millennial-employees>

As baby boomers move toward reduced work hours and retirement, it's crucial to attract younger employees to take their places. But to keep them on the job, hiring managers need a few strategic tips.

**Burnout: Emergency Medicine Hit Hardest**, By J. Duncan Moore, Jr., Adapted from *MedPage Today*, December 2, 2015

<http://www.healthleadersmedia.com/physician-leaders/burnout-emergency-medicine-hit-hardest>

"Work environments that are high demand and low control are most likely to lead to burnout. ER docs work for somebody else. ... They are pretty much at somebody else's mercy," says a recently retired emergency department physician.

# DISCUSSION GUIDES

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## Practice Finances

Moderator: Debra Beaulieu, Senior Physicians Editor, HealthLeaders Media

### SYNOPSIS

As the healthcare industry moves from volume to value, physician organizations must rethink most elements of how they do business. With relatively little experience to draw from, today's medical groups must develop strategies for risk-based contracting and aligning provider compensation with quality-based incentives. What's more, organizations treating Medicare patients must create an infrastructure to comply with MACRA in the near and short term, and project how payment adjustments related to the data they report will affect the bottom line. Finally, in an era when most medical groups operate at a loss, organizations are behooved to explore new revenue streams while constantly scrutinizing overhead. In this session, we will discuss how physician leaders are addressing these financial challenges while carrying out their practice missions.

**In this session of the HealthLeaders Media Physician Organization Exchange, we will explore the following questions:**

- How would you describe your progress on the path to value-based care? Are you concerned about taking on risk too aggressively? Not quickly enough?
- How do you determine whether to participate in voluntary quality initiatives or pilots? How has your experience with such projects shaped your future strategy?
- To what extent have you updated clinician compensation plans to incentivize quality over productivity? What has been the response?
- What infrastructure investments are generating the best ROI? Where are the drains?
- What are your short- and long-term plans for complying with MACRA? How are you aligning these plans with your overall risk strategy?
- Where does your revenue cycle need the most tightening?
- How have you leveraged healthcare consumerism to your advantage?

# DISCUSSION GUIDES

## Practice Finances

Moderator: Debra Beaulieu, Senior Physicians Editor, HealthLeaders Media

### FOR FURTHER READING

***Developing Value-Based Payment Models***, By Christopher Cheney, October 14, 2015

<http://www.healthleadersmedia.com/health-plans/developing-value-based-payment-models>

Industry stakeholders are trying new ways to deliver and pay for care, but the shift to value remains an unfinished journey.

***MACRA, the End of Meaningful Use, and Beyond***, By Scott Mace, August 1, 2016

<http://www.healthleadersmedia.com/finance/macra-end-meaningful-use-and-beyond>

The move from meaningful use to the value-based payment world of MACRA, MIPS, and the APMs is coming into focus.

***MACRA Final Rule Eases Pay Changes, Initially***, By Debra Beaulieu, October 17, 2016

<http://www.healthleadersmedia.com/physician-leaders/macra-final-rule-eases-pay-changes-initially#>

In response to clinician feedback, CMS has outlined a more gradual payment transformation intended to evolve over years to come. Physicians and major medical groups are responding with guarded optimism.

***Making Total Cost of Care Contracting Work***, By Philip Betbeze, December 3, 2015

<http://www.healthleadersmedia.com/leadership/making-total-cost-care-contracting-work>

Health plans are bringing back capitation, and providers who are not ready could be bypassed.

***Direct costs for healthcare delivery drive overall spending***, By Neel A. Duggal, August 13, 2016,

Originally published by *MedPage Today*

<http://www.medpagetoday.com/publichealthpolicy/healthpolicy/59671>

A recent study in *Health Affairs* shows that purchased goods and services in healthcare, followed by nurse and physician compensation, were the principal drivers of overall increases in U.S. healthcare spending that reached 72% from 1997 to 2012.

***Care Delivery Redesign-Savvy Practices Prep for CPC+***, By Debra Beaulieu, April 21, 2016

<http://www.healthleadersmedia.com/physician-leaders/care-delivery-redesign-savvy-practices-prep-cpc>

CMS' new primary care payment model represents an opportunity for physician practices experienced in care redesign to be compensated for those efforts. It signals to all groups that it's time to get serious about improving outcomes.

***Processing Quality Measures Costs \$40K Per Physician Per Year***, By John Commins, March 9, 2016

<http://www.healthleadersmedia.com/physician-leaders/processing-quality-measures-costs-40k-physician-year>

The results of a survey of physician practices "can be seen as a referendum not just on the current state of quality measurements of physicians, but also of electronic medical records," says the lead study author.

# MEMBER INTRODUCTIONS



## **Robert (Bob) Bourge, MD**

**PROFESSOR OF MEDICINE, RADIOLOGY, AND SURGERY, DRUMMOND ENDOWED CHAIR OF CARDIOVASCULAR MEDICINE, SENIOR VICE CHAIR OF THE DEPARTMENT OF MEDICINE**

University of Alabama / Birmingham, Alabama

Dr. Robert C. Bourge is professor of medicine, radiology, and surgery; Drummond Endowed Chair of cardiovascular medicine; and senior vice chair of the department of medicine at the University of Alabama at Birmingham (UAB). He has also served as assistant vice president for physician integration and regulatory affairs at the University of Alabama Hospital since 2012. Dr. Bourge has held a number of administrative positions at UAB since joining the faculty in 1982, including director of the UAB Division of Cardiovascular Disease and co-director of the UAB Heart and Vascular Research Center. He also directs a number of clinical and research programs at UAB.



## **David Carmouche, MD**

**SENIOR VICE PRESIDENT, PRESIDENT**

Ochsner Health Network, New Orleans, Louisiana

Dr. David Carmouche is senior vice president and president of Ochsner Health Network. In that role, he is responsible for the statewide network's executive oversight and management. He also leads the clinical service lines for the Ochsner Health System, a vehicle for driving efficiency and quality across the flagship network partner. Dr. Carmouche joined Ochsner with 19 years of progressive healthcare leadership experience. Previously, he served as the executive vice president of external operations and chief medical officer at Blue Cross Blue Shield of Louisiana in Baton Rouge, where he designed and deployed a physician-friendly, comprehensive primary care population health program and several commercial ACO contracts. Dr. Carmouche earned a Bachelor of Science from Tulane University, obtained his medical degree from LSU-NO School of Medicine, and completed a residency in internal medicine at the University of Alabama at Birmingham. He also completed the Executive Program for Managing Health Care Delivery at the Harvard Business School.



## **Chris DeRienzo, MD, MPP**

**CHIEF QUALITY OFFICER**

Mission Health / Asheville, North Carolina

Dr. Chris DeRienzo is chief quality officer for Mission Health. In this role, he has senior executive responsibility for quality, safety, and service excellence across a \$1.6 billion integrated health system. Based in Asheville, North Carolina, Mission Health includes six hospitals (ranging in size from critical access to a 750+ bed regional tertiary center), numerous ambulatory sites, an employed provider group with over 600 providers, one of the largest ACOs in the nation, and an over-\$100-million postacute provider. His areas of direct accountability include patient safety, applied analytics, patient engagement, performance improvement, clinical/operational redesign, quality reporting, risk management, infection prevention, accreditation, corporate safety, security, parking, and access control. He is also a practicing neonatologist with Mission Children's Specialists, an adjunct assistant professor of pediatrics with the UNC School of Medicine, an adjunct pediatric faculty member with the Duke University School of Medicine, and a member of the board of directors for Blue Ridge Regional Hospital. Board-certified in both general pediatrics and neonatology, Dr. DeRienzo completed his MD, Master of Public Policy, and postgraduate medical training at Duke. He has published and presented internationally on improving quality outcomes, transitions in care, and the implications of the analytics revolution in healthcare, and has been continuously grant-funded in his research efforts since his first year of fellowship.

# MEMBER INTRODUCTIONS



## **Scott Ellner, DO, MPH, MHCM, FACS**

**GROUP OPERATING PRESIDENT & CEO**

Centura Health Physician Group / Centennial, Colorado

Dr. Scott Ellner is the group operating president and CEO for Centura Health Physician Group (CHPG), an employed multispecialty group with over 900 providers and 3,000 associates that is part of the Centura Health system. Dr. Ellner trained in general surgery at UC San Diego and was an assistant professor of surgery at the University of Connecticut School of Medicine for 10 years, where his research focused on surgical quality and patient safety. He has created a patient safety curriculum used by the University of Connecticut medical school and is a faculty member of the American College of Surgeons' Leading Surgical Quality Program. Dr. Ellner speaks internationally on surgical quality, value-based healthcare delivery, and physician leadership, and has several peer-reviewed publications and book chapters on these subjects.



## **Tarek Elsayw, MD , FACP**

**PRESIDENT & CEO**

Reliant Medical Group / Worcester, Massachusetts

Dr. Tarek Elsayw is president and CEO of Reliant Medical Group, the largest independent, ambulatory integrated health system in the central and MetroWest regions of Massachusetts. Previously, Dr. Elsayw served in a number of roles at Cleveland Clinic. As vice president of regional medical operations and affairs, he had direct responsibility for 18 family health centers, as well as a leadership role in the operation of eight hospitals. Additionally, Dr. Elsayw launched and led one of the nation's largest clinical integration programs, the Cleveland Clinic Quality Alliance. He also served as vice president and medical director for a 160-physician multispecialty group at the Cleveland Clinic. Dr. Elsayw received his medical degree from Case Western Reserve University School of Medicine, completed a residency at the University of Virginia Medical Center, and engaged in a research fellowship at Johns Hopkins University. Prior to embarking on his executive career, Dr. Elsayw spent 10 years in private practice.



## **Kris Fay**

**CHIEF ADMINISTRATIVE OFFICER**

Lee Memorial Health System / Fort Myers, Florida

Kris Fay is the chief administrative officer for Lee Physician Group. She is responsible for the overall operations and growth of the employed physician group, comprised of more than 550 providers. Her duties include overseeing the group's clinical and support functions; promoting clinical improvements; and achieving goals for physician, patient, and employee satisfaction and engagement. She works closely with physician and system leaders to develop strategies that support the care of patients across the continuum. Prior to her current position, Fay was the chief operating officer for Bon Secours Medical Group in Richmond, Virginia. She also worked as the chief operating officer for Providence Physician Services in Spokane, Washington, and as the director of physician services at Concord Hospital in New Hampshire. Fay earned a bachelor's degree in business management and a master's degree in health administration from the University of New Hampshire in Durham. She is certified by the American College of Medical Practice Executives.

# MEMBER INTRODUCTIONS

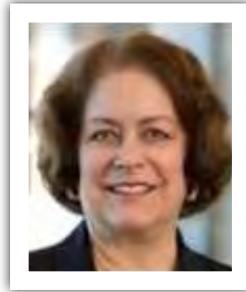


## **Joseph Golbus, MD**

**PRESIDENT**

NorthShore University HealthSystem / Evanston, Illinois

Dr. Joseph Golbus is president of NorthShore University HealthSystem Medical Group, a group of nearly 1,000 physicians headquartered in Evanston, Illinois. He earned his bachelor's degree from the University of Illinois summa cum laude in 1977 and his MD from the University of Illinois Abraham Lincoln School of Medicine in 1981. This was followed by residency training in internal medicine at Northwestern University's Feinberg School of Medicine, and fellowship training in rheumatology at the University of Michigan Hospitals. Dr. Golbus received his MBA from Northwestern University's Kellogg Graduate School of Management in 2005.



## **Christine Griger, MD, MBA, FAAP**

**PRESIDENT & CEO**

Sutter Medical Group / Sacramento, California

Dr. Chris Griger is the president and CEO of Sutter Medical Group, a 775-clinician multispecialty group based in Sacramento, California, and affiliated with Sutter Health. She previously held positions as president and board chair of the Santa Cruz Medical Clinic, vice chair of the board of the Palo Alto Foundation Medical Group, and president of Affinity Medical Group in Menasha, Wisconsin. She helped develop the plan for the merger of legacy medical groups that became the current Palo Alto Foundation Medical Group. Dr. Griger received her undergraduate degree from Pennsylvania State University and her MD from Jefferson Medical College in Philadelphia. She did her pediatric and chief residencies at St. Christopher's Hospital for Children in Philadelphia, then completed a fellowship in pediatric nephrology at the University of California San Francisco. She received her MBA from the University of California Irvine. Dr. Griger practiced pediatrics in Santa Cruz for 30 years.



## **William R. Hathaway, MD, FACC**

**CHIEF MEDICAL OFFICER & SENIOR VICE PRESIDENT**

Mission Hospital / Asheville, North Carolina

Dr. William Hathaway is chief medical officer and senior vice president for Mission Hospital, serving in this role since January 2013. He attended Middlebury College in Vermont, graduating magna cum laude with high honors in biology in 1984. He attended the Medical College of Wisconsin, where he was a member of the Alpha Omega Alpha National Honor Society and class valedictorian. Dr. Hathaway completed his internal medicine and cardiology training at Duke University in Durham, North Carolina, where his research interests focused on clinical trials in cardiovascular disease. He returned to Wisconsin, where he practiced for four years in his hometown of Neenah before moving to Asheville in 1999. Since that time, he has practiced for Asheville Cardiology, with an emphasis on cardiac catheterization, nuclear and echocardiographic imaging, and disease prevention. Dr. Hathaway has served as the director of the cardiovascular catheterization laboratory, as well as the heart service line's quality committee chair and service line leader.

# MEMBER INTRODUCTIONS



## **Joshua T. Honaker, MD, FAAP**

**SYSTEM VICE PRESIDENT & MEDICAL DIRECTOR**  
Norton Medical Group / Louisville, Kentucky

Dr. Joshua Honaker was named system vice president for Norton Medical Group (NMG), part of Norton Healthcare in Louisville, Kentucky, in January 2012. His responsibilities include serving as physician leader for over 700 employed providers of NMG, and he oversees operations for the women's, children's, and adult primary care employed physician practices. Dr. Honaker previously served as chief of the Division of General Pediatrics at the University of Louisville School of Medicine, and as chief clinical operations officer for the university's Department of Pediatrics. Before joining the University of Louisville in 2009, he was a practicing pediatrician at Oldham County Pediatrics, which he co-founded in 2001. He also served as chief medical officer at Baptist Hospital Northeast in LaGrange, Kentucky, from 2007 to 2009. A board-certified pediatrician, Dr. Honaker has held numerous leadership roles in the American Academy of Pediatrics, including president of the Kentucky chapter from 2007 to 2009. He earned his medical degree from the University of Louisville, and a bachelor's degree in biology and chemistry from Western Kentucky University in Bowling Green. He lives in Oldham County, Kentucky, with his wife and their two sons. Away from the office, Dr. Honaker enjoys outdoor activities with his family and is an avid fisherman.



## **David James, MD, JD, CPE**

**CEO**  
Memorial Hermann Medical Group / Houston

Dr. David James is CEO of the Memorial Hermann Medical Group in Houston. Within this interdisciplinary network and its ACO, he works to strategically grow the provider network, MSO platform, and population health infrastructure to construct the innovative care delivery models of the future. In making the pivot to a consumer-driven environment, Dr. James and his team are engaging directly with consumers and employers through urgent care centers, retail clinics, a telecare center, digital web platforms, executive health programs, employer-based clinics, and occupational health & wellness, all serving to create an integrated and virtualized medical home. Initially, Dr. James worked in the ProMedica Health System in Toledo, Ohio, where he developed the employed physician network, integrated the continuum services division, established the population health institute, and served as system chief quality and integration officer.



## **Michael A. Kasper**

**CEO**  
DuPage Medical Group / Chicago

Mike Kasper is the CEO of DuPage Medical Group (DMG). In this role, he works with the board of directors and leads the administrative team to set the strategy and direct the operations of the largest independent, multispecialty physician group in the Chicagoland area. DMG is physician-owned, with more than 560 primary care and specialty physicians working to improve quality, efficiency, and access for residents in west suburban Chicago and the surrounding counties. Prior to joining DMG in September 2010, Kasper was president of Humana Illinois. He has also held executive roles with Coventry Healthcare, Aetna, and Kaiser Permanente. In 2011, Kasper was named to *Crain's Chicago Business*' "40 Under 40" list for his leadership and achievement. In 2012, *Modern Healthcare* magazine recognized Kasper in its yearly "Up and Comers" list for his significant impact in healthcare. Kasper is a community leader, serving as the 2008 and 2011 co-chair for the Chicago Heart Ball. He is a board member for the American Heart Association, a member of the Chicagoland Chamber of Commerce Board of Directors, an associate board member of the Metropolitan Chicago Healthcare Council, and a member of the Economic Club of Chicago. Kasper holds a master's degree in health administration from Indiana University.

# MEMBER INTRODUCTIONS



## **Lynn Massingale, MD, FACEP**

### **EXECUTIVE CHAIRMAN**

TeamHealth, Inc. / Knoxville, Tennessee

Dr. Lynn Massingale is executive chairman of TeamHealth, Inc., one of the largest providers of outsourced physician staffing solutions for hospitals in the United States. TeamHealth is affiliated with more than 19,000 healthcare professionals offering outsourced emergency medicine, hospital medicine, critical care, anesthesiology, orthopedic hospitalist, acute care surgery, OB-GYN hospitalist, ambulatory care, postacute care, and medical call center solutions to approximately 3,400 acute and postacute facilities and physician groups in 47 states.



## **Paul Merrick, MD**

### **PRESIDENT**

DuPage Medical Group / Chicago

Dr. Paul Merrick, president of DuPage Medical Group in Chicago, is an experienced, board-certified urologist specializing in all types of urologic diseases and issues. His clinical expertise focuses on cancer patients, voiding dysfunction, and kidney stones. Dr. Merrick offers evaluation and treatment for all states of prostate cancer, including nerve-sparing surgery and brachytherapy for treatment of localized cancer. He has treated thousands of patients and offers a variety of minimally invasive medical and surgical treatments. Dr. Merrick enthusiastically receives all patients, and his goal is full patient satisfaction with the healthcare experience.



## **Ira S. Nash, MD, FACC, FAHA, FACP**

### **SENIOR VICE PRESIDENT & EXECUTIVE DIRECTOR**

Northwell Health / Great Neck, New York

Dr. Ira Nash is senior vice president of Northwell Health and executive director of Northwell Health Physician Partners; he is also a professor in the departments of Cardiology and Occupational Medicine, Epidemiology, and Prevention at the Hofstra-Northwell School of Medicine. After graduating summa cum laude from Harvard College, Dr. Nash received his MD degree cum laude from the Harvard-MIT Program in Health Sciences and Technology at Harvard Medical School. He is board-certified in internal medicine and cardiovascular diseases, and privately practiced cardiology before joining the full-time faculty at Massachusetts General Hospital. He then held a number of senior positions at Mount Sinai Medical Center prior to joining North Shore-LIJ, now Northwell Health, in 2012. Dr. Nash is a fellow of the American College of Cardiology, the American Heart Association, and the American College of Physicians. He is on the editorial board of the *American Journal of Medical Quality* and was an associate editor of *Hurst's the Heart*, a major textbook and online reference for cardiovascular medicine.

# MEMBER INTRODUCTIONS



## **Kent Reckewey, MD**

### **PRESIDENT**

The Physician Network / Lincoln, Nebraska

Dr. Kent Reckewey is president of The Physician Network, a multispecialty group located predominantly in Lincoln, Nebraska, but with significant presence in Grand Island and Kearney, Nebraska. As president, he oversees more than 300 providers and administers the cardiovascular service line, which includes five hospital campuses and 41 outreach locations served by Nebraska Heart Institute. Dr. Reckewey began his healthcare career in 1980 as a board-certified emergency physician and served as medical director of the Emergency Physician Network as well as Lincoln's EMS director for 15 years.



## **Michael A. Rossi, MD, MBA**

### **PRESIDENT, LEHIGH VALLEY PHYSICIAN GROUP & PRESIDENT, LVHN ACCOUNTABLE CARE ORGANIZATION**

Lehigh Valley Health Network / Allentown, Pennsylvania

Dr. Michael Rossi is president of Lehigh Valley Physician Group, the 1,200+ provider medical group practice of Lehigh Valley Health Network (LVHN) in Allentown, Pennsylvania. He is also associate chief medical officer for LVHN, president of LVHN's ACO, clinical professor of cardiovascular medicine at USF College of Medicine, and Anderson Endowed Chair for medical executive leadership. Prior to his current role, Dr. Rossi was the chief of cardiology and medical director of LVHN's Heart and Vascular Center. He received a bachelor's degree in biology from Brown University in Providence, Rhode Island, and his MD from Brown University School of Medicine. Dr. Rossi completed his internal medicine residency training at UMDNJ—Robert Wood Johnson University Hospital in New Brunswick, New Jersey, where he was a chief resident; he underwent his general cardiology fellowship at The Graduate Hospital, affiliated with the University of Pennsylvania, followed by an advanced cardiac imaging fellowship at Temple University Hospital in Philadelphia. He completed his MBA in healthcare systems management at DeSales University.



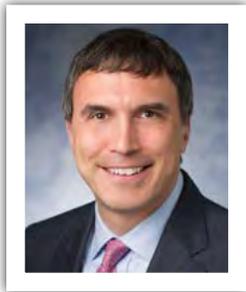
## **Mitchell Schwartz, MD**

### **CHIEF MEDICAL OFFICER & PRESIDENT, PHYSICIAN ENTERPRISE, LLC**

Anne Arundel Medical Center / Annapolis, Maryland

Dr. Mitch Schwartz joined Anne Arundel Medical Center in 1992 as a member of the medical staff. He practiced cardiology from 1992 to 2010, during which he was clinical leader of the medical initiative as well as executive director of clinical programs and business development. Dr. Schwartz was named chief medical officer and president of Physician Enterprise in July 2010. In this position, he is responsible for quality initiatives, clinical integration, and program development. Dr. Schwartz graduated from Muhlenberg College in Allentown, Pennsylvania, in 1981 and earned his medical degree from the University of Pennsylvania School of Medicine in 1985 with honors. He completed his internship and residency programs at the Hospital of the University of Pennsylvania, where he also served as chief internal medicine resident and completed a fellowship in cardiology.

# MEMBER INTRODUCTIONS

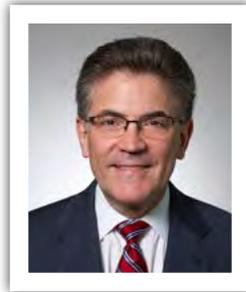


## **Adam Solomon, MD, MMM, FACP**

### **CHIEF MEDICAL OFFICER**

MemorialCare Medical Foundation / Fountain Valley,  
California

Dr. Adam Solomon is the chief medical officer of the MemorialCare Medical Foundation, providing clinical oversight for the MemorialCare Medical Group and the Greater Newport Physicians Independent Practice Association. After receiving his medical degree from the University of Maryland, he completed his residency in internal medicine at the University of Utah in Salt Lake City. Subsequently, he joined The Doctors' Clinic, a well-respected Oregon medical group with roots dating back to 1903. Within his 14 years of clinical practice, Dr. Solomon served as managing partner of The Doctors' Clinic for 10 years, directing its growth and building its reputation for quality. He also became intimately involved with Mid-Valley IPA (now the WVP Health Authority), where he served in several capacities, including board member and president. Beyond providing patient care, Dr. Solomon served as president of the Physician's Choice Foundation, a nonprofit dedicated to facilitating communication and cooperation between medical providers and community resources to improve the health of the population. Simultaneously, he served on DOC PAC, a political action committee that worked to improve legislators' understanding of how Oregon laws impacted the health of its citizens.



## **Steven Strongwater, MD**

### **PRESIDENT & CEO**

Atrius Health / Dedham, Massachusetts

Dr. Steven Strongwater leads all aspects of Atrius Health, a nonprofit ACO of 6,800 employees serving 675,000 patients across eastern Massachusetts with coordinated medical care, home health, and hospice. Before joining Atrius Health in August 2015, Dr. Strongwater was Geisinger Health System's chief transformation officer and chief medical executive for transition integration. He was previously CEO of Stony Brook University Medical Center and associate dean for clinical affairs at the University of Connecticut Health Center. Dr. Strongwater completed his undergraduate medical education at Upstate Medical Center and a research fellowship in rheumatology at the University of Michigan.



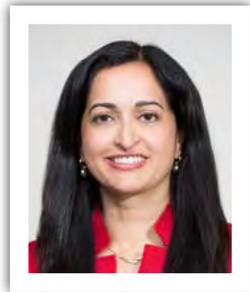
## **David P. Taylor, FACMPE, FACHE**

### **CORPORATE VICE PRESIDENT**

CoxHealth / Springfield, Missouri

David Taylor is corporate vice president of CoxHealth in Springfield, Missouri. His responsibilities over the past 15 years have included leading Regional Services, a medical group comprised of 75 clinic locations with more than 320 providers. Taylor oversees the organization's companies that provide homecare, DME, and IV therapy, as well as a number of the health system's support departments: facilities management, leadership development, strategic planning, and system integration. For the past 28 years, he has led and managed multispecialty physician groups within large integrated healthcare systems, including Aurora Healthcare and Henry Ford Health System.

# MEMBER INTRODUCTIONS



## **Prathibha Varkey, MBBS, MPH, MHPE, MBA**

### **PRESIDENT AND CEO**

Northeast Medical Group, New Haven, Connecticut

### **SENIOR VICE PRESIDENT**

Yale New Haven Health System, New Haven, Connecticut

Dr. Prathibha Varkey is president and CEO of Northeast Medical Group (NEMG) and senior vice president of Yale New Haven Health System in Connecticut. NEMG is a medical foundation of over 750 medical experts in more than 100 locations in Connecticut and Westchester County, New York. Prior to her current role, Dr. Varkey served as president and CEO of Clinical Enterprise, a large multispecialty group at Seton Family Healthcare in Austin, Texas. A nationally recognized expert in quality improvement, Dr. Varkey serves as the president of the American College of Medical Quality and is a member of its board of trustees. She is also adjunct professor of medicine and preventive medicine at Mayo Clinic. Dr. Varkey served in a number of roles at Mayo Clinic, including associate chair of the department of medicine; medical director of Ask Mayo Clinic; medical director of the Value Program at the Mayo Clinic Center for the Science of Healthcare Delivery; medical director of the mobile app “Better”; vice chair for the Outpatient Practice Committee; program director for the preventive medicine fellowship; and director of the quality improvement curriculum at Mayo Medical School, Mayo School of Graduate Medical Education, and Mayo School of Continuing Medical Education.



## **Mark L. Wagar**

### **PRESIDENT**

Heritage Medical Systems / Palm Springs, California

Mark Wagar is president of Heritage Medical Systems, an affiliate of the Heritage Provider Network (HPN) serving over 1 million patients/members in integrated, population-based health quality payment programs through medical groups and independent practice associations in California, New York, and Arizona. He is an operating partner with Enhanced Equity Funds, which invests exclusively in healthcare services organizations, and previously served as the president and CEO of Empire BlueCross BlueShield based in New York City. HPN, founded by Dr. Richard Merkin in 1979, is one of the nation’s leading physician-led healthcare solutions organizations and manages one of the largest and most successful Pioneer ACOs in the U.S. At Empire BlueCross BlueShield, Wagar led New York’s largest health insurer, covering nearly 6 million people, and was a senior vice president of WellPoint, Inc. He had an active leadership role in public policy, provider collaboration, and community engagement. During his tenure, Empire achieved net growth of over 1 million medical members, market-leading member satisfaction results, and the introduction of the first major medical home network in metropolitan New York.

# MEMBER INTRODUCTIONS

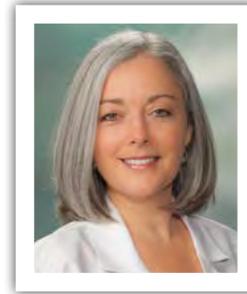
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## **Brett Waress, MHA, FACMPE**

**REGIONAL DIRECTOR**  
Health First Medical Group / Melbourne, Florida

Brett Waress is regional director of Health First Medical Group, where he is responsible for the success of several medical practices, including hospital-based physician practice service lines. Through his dedication to the corporate mission of improving patients' lives, he helps lead one of the largest and most respected physician networks in Florida. Waress has over 20 years' experience in healthcare operations management. In that time, he has served in director, vice president, and chief operating officer roles for academic, for-profit, and not-for-profit/hospital-owned medical groups with operational and financial responsibility for practice management, finance, revenue cycle, managed care contracting, credentialing, and recruitment.



## **Karen Weiner, MD, MMM, CPE**

**CHIEF MEDICAL OFFICER**  
Oregon Medical Group

Dr. Karen Weiner is the chief medical officer of Oregon Medical Group, a physician-owned multispecialty clinic. She earned her medical degree from the University of Southern California and completed her pediatric residency at OHSU Doernbecher Children's Hospital in Portland, Oregon, then earned her master's degree in medical management at the University of Southern California. Dr. Weiner has practiced primary care pediatrics with Oregon Medical Group for 19 years and served on its board of directors for six years before becoming chief medical officer in 2013. Her areas of interest include cultural transformation, physician leadership development in pursuit of provider wellness/burnout prevention, and improved patient experience.

# ABOUT OUR DINNER SPEAKER

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## **David T. Neal, PhD**

**FOUNDER & MANAGING PARTNER**  
Catalyst Behavioral Sciences, LLC

Dr. David Neal is a psychologist specializing in behavior change and human decision-making, especially in the consumer and health domains. He is the founder and managing partner of Catalyst Behavioral Sciences, based in Miami. He holds a PhD from Melbourne and completed his postdoctoral training at Duke, in the psychology department and Fuqua School of Business.

David's academic research focuses on finding ways to “nudge” or influence people to change their behavior without relying on their rational, logical thinking processes. His research studies have been featured in *Time* magazine, *The New York Times*, NPR, BBC, CNN, *The Wall Street Journal*, *The Los Angeles Times*, and *USA Today*, among others.

David now focuses on applying behavioral science thinking to consumer and health behavior change. He advises a range of health organizations, including the World Bank, USAID, The Bill and Melinda Gates Foundation, and the Surgeon General of the US Army. In the consumer domain, he consults with Fortune 500 companies on a range of categories, including fast-moving consumer goods, telecommunications, pharma, and Internet services and software.

# HEALTHLEADERS MEDIA INTRODUCTIONS

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## **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.



## **Debra Beaulieu**

**SENIOR EDITOR, PHYSICIANS AND SERVICE LINES**  
HealthLeaders Media

Debra Beaulieu is a senior editor at HealthLeaders Media. Her weekly column on physician leadership focuses on the unique issues physicians face at hospitals, health systems, and group practices. She also contributes a monthly business feature about hospital service lines to *HealthLeaders* magazine. Prior to writing for HealthLeaders Media, Debra was a contributing writer for the Massachusetts Medical Society, FiercePracticeManagement, and *Medical Economics*.

# ABOUT HEALTHLEADERS MEDIA

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## HealthLeaders Media

HealthLeaders Media is the recognized authority for healthcare business news, information, and strategies—tailored to senior executives and decision-makers. Trusted by nearly 200,000 subscribers, we offer the latest in peer-sourced industry intelligence through a broad portfolio of print, digital, and live resources. This intelligence is gleaned from our HealthLeaders Media Council, an exclusive research panel of more than 7,400 qualified healthcare leaders.

A fully integrated media company, HealthLeaders Media comprises the following publications, products, and events: *HealthLeaders* magazine, free daily and weekly e-newsletters, books, webcasts, industry surveys and comprehensive research reports, roundtable discussions, live events, and California-based industry updates.

*HealthLeadersMedia.com* is the industry's destination of choice for online news and analysis. The website provides intuitive navigation across the 10 major areas of the industry, including leadership, finance, technology, physicians, community and rural hospitals, health plans, marketing, quality, HR, and nursing.

See all of our offerings at [www.healthleadersmedia.com](http://www.healthleadersmedia.com).

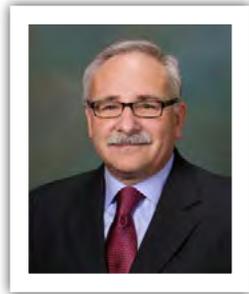
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**Kevin Staten**

SENIOR VICE PRESIDENT, COMMERCIAL  
BANKING RELATIONSHIP MANAGER



**Kathleen Auth**

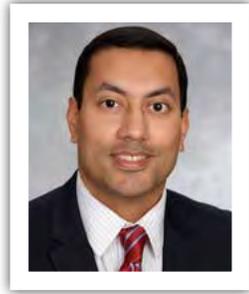
SENIOR VICE PRESIDENT, BUSINESS  
BANKING MARKET MANAGER - BOSTON

## Bank of America Merrill Lynch

Bank of America Merrill Lynch is one of the world's largest financial institutions, providing a full range of banking, investing, asset management, and other financial products and services. It is a leading global bank and wealth management franchise and a premier corporate and investment banking and capital market business, providing innovative services in M&A, equity and debt capital raising, lending, trading, risk management, research, and liquidity and payments management. Clients and customers can expect access to a comprehensive suite of world class products, services, and expertise from an organization that serves clients through operations in more than 40 countries and has relationships with 87% of the U.S. Fortune 1,000 companies and 65% of the Fortune Global 500. For additional information regarding Bank of America Merrill Lynch, please see [www.baml.com](http://www.baml.com).



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**Rajesh Shrestha**

SENIOR VICE PRESIDENT & GENERAL  
MANAGER, CLINICAL OPERATIONS AND  
POPULATION HEALTH



**Timothy Ford,  
MBA**

VICE PRESIDENT, CMS VALUE-BASED  
PROGRAMS

## CareAllies

CareAllies works side by side with health care providers to improve the quality, value, and experience of care for their patients and make health care better for everyone. With our advisory and transformation services, data and analytics, and technology solutions, we aim to support doctor-patient-community engagement that enhances the quality and affordability of care. It's how physicians and health systems will deliver sustainable value-based care and continue to thrive in the future.

CareAllies has an extensive history of innovative, value-based collaborations and has supported over 250 physician and health system organizations across the United States. We work closely with providers to accelerate their transition to value-based care and to uniformly manage the long-term health of their patients in a multi-payer environment. Our consultative approach emphasizes physician engagement, delivery system organization and culture change, actionable data and analytics, as well as patient health engagement to

support treatment plans. We collaborate with providers to drive change and ensure success in a value-based market.

- Advisory services—we help providers integrate the complex population health elements of their organization
- Transformation services—we work with organizations and their physicians to drive long-lasting cultural change
- Data and analytics—we connect providers with the information needed for better care outcomes and better business
- Technology—we have a comprehensive, modular population health solution to complement an organization's existing investments

Our focus on physician collaboration along with our strategic guidance, tools and analytics, and patient health engagement support can give providers the competitive edge they need by helping them improve patient health, costs, satisfaction, and volume.



# ABOUT OUR SPONSORS

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**John Nulty, MHA**  
VICE PRESIDENT, PHYSICIAN SERVICES



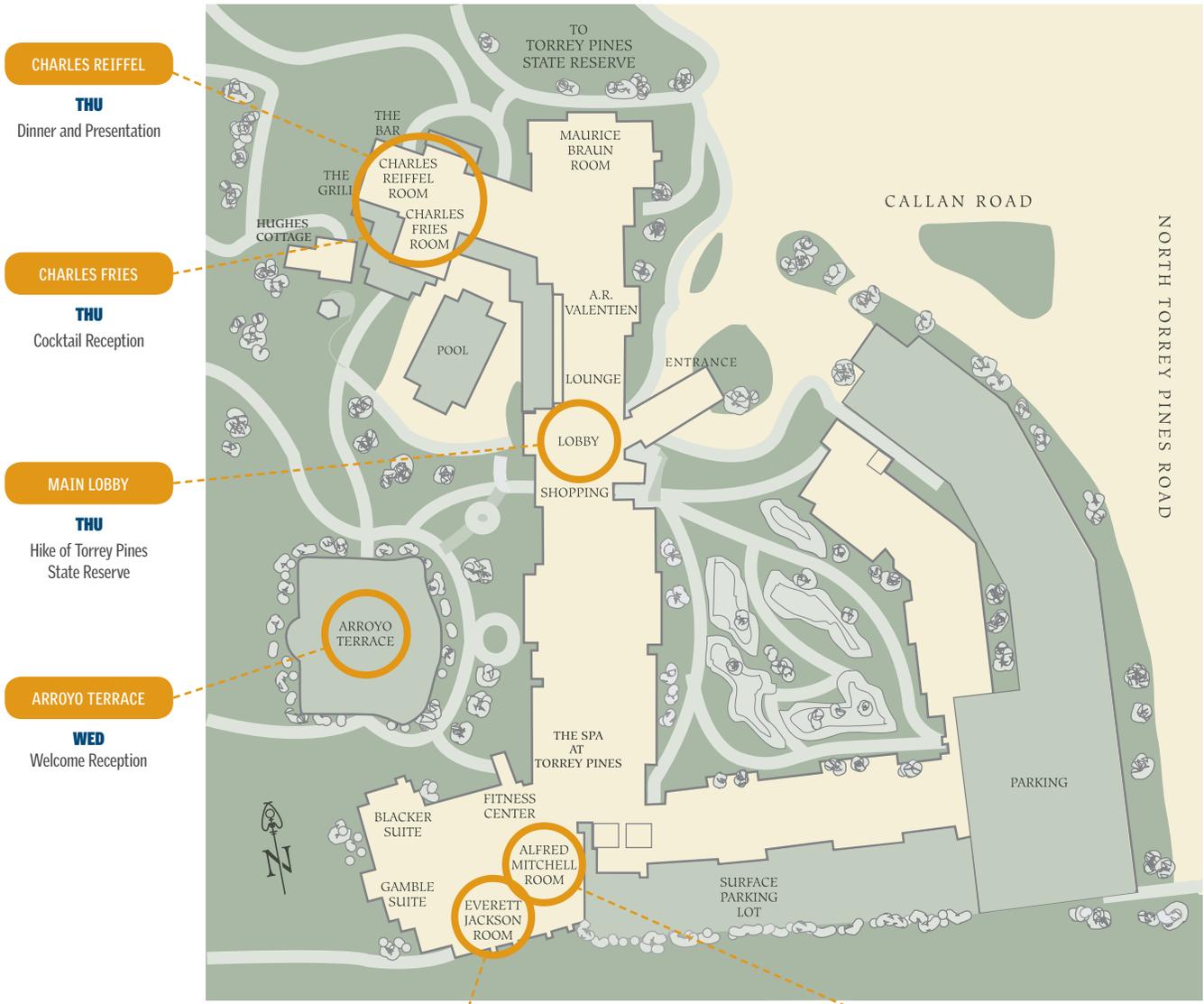
**Scott Edwards, MBA**  
VICE PRESIDENT & PRINCIPAL  
CONSULTANT/VALUE BASED CARE

## Conifer Health

Conifer Health brings 30 years of healthcare industry expertise to clients in over 135 regions nationwide to strengthen their financial and clinical performance. Conifer Health helps organizations transition from volume-to value-based care, enhance the patient healthcare experience, and improve healthcare quality, cost, and access. Annually, the company manages more than 24 million patient interactions, more than \$29 billion in net patient revenue, and more than \$17 billion in medically managed spend. Conifer Health also provides technology and health management services to support care management for over 5.7 million lives. For more information, visit [ConiferHealth.com](http://ConiferHealth.com) or follow @ConiferHealth on Twitter.

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HEALTH SOLUTIONS®

# RESORT MAP



**CHARLES REIFFEL**

**THU**  
Dinner and Presentation

**CHARLES FRIES**

**THU**  
Cocktail Reception

**MAIN LOBBY**

**THU**  
Hike of Torrey Pines State Reserve

**ARROYO TERRACE**

**WED**  
Welcome Reception

**BREAKOUT SESSIONS**

**SPONSOR SESSIONS**

**ALFRED MITCHELL**

**THU**  
Breakout Session 1 (Everett Jackson I)  
Breakout Session 2 (Everett Jackson II)  
Breakout Session 3 (Everett Jackson III)

**FRI**  
Breakout Session 4 (Everett Jackson I)  
Breakout Session 5 (Everett Jackson II)  
Breakout Session 6 (Everett Jackson III)  
Breakout Session 7 (Everett Jackson I)  
Breakout Session 8 (Everett Jackson II)  
Breakout Session 9 (Everett Jackson III)

**THU**  
Sponsor Session 1 (Everett Jackson I)  
Sponsor Session 2 (Everett Jackson II)  
Sponsor Session 3 (Everett Jackson III)

**THU**  
Buffet Breakfast  
Event Kickoff / General Session  
HLM Focus Group  
Boxed Lunch

**FRI**  
Buffet Breakfast  
Ideas Exchange







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EXCHANGE



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**December 6-8, 2017**



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