

## Roundtable Speakers—Scottsdale, AZ

February 20 – 22, 2019



### Sam King, MPH, MBA, Strategic Advisor

#### AI Med

Irvine, CA

Sam is a seasoned healthcare executive, faculty and consultant with 30 years of experience in health IT, healthcare finance, big data analytics, artificial intelligence and continuous quality improvement, serving as COO, CIO, VP of Analytics, Senior Director, Director of Medical/Healthcare Informatics, etc. He is a faculty member at UC Irvine Merage School of Business and USC Price School of Public Policy.

Sam currently is the Chief Information and Innovation Officer for a healthcare startup, serves as Chief AI Evangelist and Strategic Adviser for AI Med, and Interim Director of Data Scientist for a healthcare AI startup. He has served in many HFMA national, regional and chapter leadership roles (including HFMA National Advisory Council, Southern California Chapter President, National Board of Examiners, National CHFP Exam Standard Setting Committee, and Yerger judge, Region 11 Education Committee Co-Chair and Chair). Additionally, He served as President of HIMSS Southern California Chapter with over 3,000 members, Chair of the HIMSS National Chapters Task Force, and on HIMSS National Davies Committee on the use of HIT and EHRs. He received HFMA Bronze, Silver, Gold, and Medal of Honor, and several Yerger Special Recognition awards. He received the 2012 HIMSS National Chapter Leader of the Year Award. Under his presidency HIMSS SoCal chapter received HIMSS National Chapter of the Year award in 2011. He is a frequent speaker/moderator at international, national and professional conferences addressing health IT and healthcare finance challenges facing our society. He provides training and consulting for healthcare leaders in the U.S. and around the world.

Sam has active memberships in American College of Healthcare Executives (ACHE), College of Healthcare Information Management Executives (CHIME), Healthcare Financial Management Association (HFMA), Healthcare Information and Management Systems Society (HIMSS), and Healthcare Data and Analytics Association (HDAA). He is a New Venture Competition judge at UC Irvine and serves as an executive mentor for MBA students. He chairs annual CIO Forum and several national and international conferences.



### Ron Paulus, M.D., President & CEO

#### Mission Health

Asheville, NC

Ronald A. Paulus, MD, is President and CEO of Mission Health, a \$2 billion integrated health system serving all of western North Carolina -- a region older, poorer, sicker and less likely to be insured than state and national averages. Mission Health includes: six general acute care hospitals (including four Critical Access Hospitals), a rehabilitation hospital, more than five hundred employed providers, inpatient and home hospice programs, a PACE program and an MSSP Accountable Care Organization comprised of more than 1,000 physicians in a region-wide clinically-integrated network.

During his tenure, Mission Health has reduced inpatient mortality by more than half, achieved six-sigma medication safety results, improved patient experience to above the 90th percentile, doubled employee engagement scores to more than twice the national average and became the only health system ever designated as one of the nation's Top 15 Health Systems for six of seven six years (IBM Watson Health, 2012-2018) performing in the top 2% of the United States in the most recent award period. A pending sale to HCA Healthcare is expected to close in the first quarter of 2019 creating the largest per capita Foundation in America. The new Dogwood Health Trust will be dedicated to impacting the social determinants of health to dramatically improve the health and wellbeing of all people and communities in western North Carolina.

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Before joining Mission Health, Dr. Paulus was Executive Vice President, Clinical Operations and Chief Innovation Officer for Geisinger Health System, where he managed Geisinger's hospitals and its more than 800 physician member group practice and was also responsible for ensuring system-wide innovation. Prior to joining Geisinger, Dr. Paulus was co-founder, President and later CEO of CareScience, Inc. (a NASDAQ company), later acquired by Premier, Inc. (NASDAQ: PINC;) providing an analytics platform to support health systems' quality and efficiency improvement work used today by nearly 1,000 hospitals nationwide.

Dr. Paulus received his MD degree from The School of Medicine, University of Pennsylvania, and his MBA, concentration in healthcare management, and BS in Economics from The Wharton School, University of Pennsylvania. He has served on numerous boards, has frequently published peer-reviewed book chapter and journal articles (including the *Annals of Internal Medicine*, *New England Journal of Medicine and Health Affairs*), and speaks regularly on the topics of health care quality and efficiency, innovation, physician and health system leadership and new models of care. Dr. Paulus has been named one of Modern Healthcare's Top 50 Most Influential Physician Executives and Leaders several times and was recently among the Top 15 on that list.



### Randy Oostra, President & CEO

#### ProMedica Health System

Toledo, OH

Randy Oostra, DM, FACHE (63), is the President and Chief Executive Officer of ProMedica, a not-for-profit mission-based, integrated health and wellbeing organization headquartered in Toledo, Ohio. The \$7 billion organization serves communities in 30 states. It offers acute and ambulatory care, an insurance company with a dental plan, and post-acute and academic business lines. The organization has more than 70,000 employees, 13 hospitals, 2,700 physicians and advanced practice providers with privileges, 900+ healthcare providers employed by ProMedica Physicians, a health plan, and 450 assisted living facilities, skilled nursing and rehabilitation centers, memory care communities, outpatient rehabilitation clinics, and hospice and home health care agencies.

Randy has 40 years of health care and management expertise, with 20 of those years spent at ProMedica. Randy is regarded as one of the nation's top leaders in health care and has earned a spot on several prestigious listings, which include *Modern Healthcare's* 100 Most Influential People in Healthcare and one of **Becker's Healthcare's 100 Great Leaders in Healthcare**. He also received American Heart Association's Pulse of Toledo Award in 2018. ProMedica has received numerous national recognitions and accolades under his leadership. The organization is widely known as a national leader in addressing the social determinants of health and is consistently recognized by national associations and accrediting agencies for superior clinical quality and excellence. Six of its 13 hospitals earned above average star ratings from the Centers for Medicare and Medicaid Services for their quality, safety and patient experience. Flagship hospital ProMedica Toledo Hospital is one of the nation's 50 best hospitals according to Healthgrades and *U.S. News & World Report*, and one of IBM Watson Health's (formerly Truven Health Analytics) 50 top cardiovascular hospitals in the country. Additionally, ProMedica earned a spot on Forbes Magazine's 2017 list of America's Best Employers.

Randy has a strong commitment to the healthcare industry and community with his extensive involvement in numerous professional and civic organizations at the local, regional and national levels. He serves on the board of trustees of the following national organizations: Local Initiatives Support Corporation (LISC), American Hospital Association, Health Research and Educational Trust and The Root Cause Coalition, which ProMedica founded. He serves on the board of trustees for his alma mater, Northwestern College in Orange City, Iowa, and the following organizations in northwest Ohio: Regional Growth Partnership, Toledo Museum of Art, Downtown Development Corporation as the chair, and Toledo Symphony. Randy is also a member of the Ohio and Michigan Hospital Associations and a fellow of the American College of Healthcare Executives.

Randy holds a doctorate in management from Case Western Reserve University, a master's degree in Health Care Administration from the University of Minnesota, a master's degree in Management from the University of Wisconsin, and a Bachelor of Science degree in Biology from Northwestern College.

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### Ken Jennings, Ph.D., Chairman

#### Third River Partners

Pittsburgh, PA

is a consultant, bestselling author and speaker in leadership development, goal achievement, and strategy execution. As a recognized expert and trusted advisor in organizational effectiveness, Ken draws on depth of experiences across multiple industries including hospital and healthcare delivery, manufacturing, information technology and life sciences. Ken is committed to bringing world-class services to those who seek to create a world that works for all.

Ken founded Third River Partners ([www.3rd-river.com](http://www.3rd-river.com)), to provide leadership development and accelerate strategy execution. Third River delivers practical tools and solutions to empower individuals, achieve shared goals and transform organizations into collaborative teams through a comprehensive development approach. Today, he serves as the Chairman of Third River and continues to play a key role in conducting industry research and developing new strategies and programs to unite and empower organizations. Ken has served as a global managing partner at Accenture, and is currently a senior advisor for the firm, focusing on population health strategies and change leadership.

Ken has consulted for many healthcare technology, pharmaceutical, and biotechnology organizations, and at over 25 academic medical centers and integrated delivery systems. Previously, he has been a co-director of the Global Leadership in Healthcare Program at the University of Michigan Business School. His work experiences have partnered him with dozens of notable clients including some of the largest health systems in the world:

- Cleveland Clinic
- Johns Hopkins Medicine
- Veterans Administration Health System
- UC San Diego Health System
- Department of Defense Health System
- Fresenius Medical Care
- University of Pittsburgh Medical Center
- Presence Health
- Lilly Pharmaceuticals
- And many others

A respected author and lecturer, Ken has published articles in many academic publications in the areas of organizational change and human performance. Currently, he is participating in a large-scale research project on the future of healthcare. Additionally, he is participating in an initiative to reinvent intensive care. Ken's writing centers on leading with integrity and purpose. He wrote *The Serving Leader*, coauthored with John Stahl-Wert, which is the seminal work on servant leadership and speaks to the heart of his leadership philosophy "putting servant leadership to work." The second book in the acclaimed Ken Blanchard Leadership Series, *The Serving Leader* is both a practical guide for effective leadership and a story about the personal journey of growth that serving leadership requires.

Ken's other works include *The Greater Goal: Connecting Purpose and Performance*, coauthored with Heather Hyde, which gives practical advice on achieving strategic breakthroughs through focusing on Great Purpose and Shared Goal Achievement for teams and individuals; *Changing Health Care*, which focuses on the key strategies and core competencies of leading health organizations for transforming health care; *Ten Thousand Horses: How Leaders Harness Raw Potential for Extraordinary Results*, an exploration of how leaders bring out the very best in their people through building high-performance teams. His current writing projects include *Crucibles*, exploring

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how hardship and experience shapes leaders and *A House on Fire*, a fictional story focused on campus ministry. Ken holds a PhD in Organizational Behavior from Purdue University; an MS in Management from the Air Force Institute of Technology, and a BS from the Air Force Academy. He is also a graduate of the Kellogg Management Institute at Northwestern University. Ken is an active member in his community in Pittsburgh and is passionate about urban renewal and campus ministry initiatives. In addition to working with for-profit businesses, Ken frequently provides non-profit and faith-based organizations with leadership development tools and strategy execution methods using his unique shared goal achievement approach.

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### Murray Brozinsky, Chief Strategy Officer

#### ConversaHealth

San Francisco, CA

Murray is an entrepreneur, writer, and speaker. He is currently Chief Strategy Officer of Conversa Health, a leading Conversational AI platform designed to improve the patient experience, and principal of Cambrian Technologies, a strategy and business development boutique.

Previously, Murray founded AVIH, an AI solution for primary care; co-founded and served as Chief Strategy Officer of Talix, Inc., a risk adjustment SaaS company; and was Chief Strategy Officer of Healthline, a leading digital health education company for consumers, which he and the management team sold to Summit Partners in 2016. Prior to healthcare, Murray co-founded Loyalty Matrix (sold to Responsys/Oracle); Lypro Biosciences (sold to Cerenis Therapeutics); and Integrated Devices. Murray was President of Netcentives, a pioneer in digital loyalty and currency programs, which he helped take public. He started his career with stints at Boston Consulting Group, McCaw Communications, and Morgan Stanley. Murray sits on the boards of First Call Ambulance Service and Adacado and is an advisor to Zignifica, Catelas, Aetho, UCSF Health Hub, and DeAnza High School Tech Academy.

Murray speaks and writes often about the future of healthcare. He recently gave keynotes at: Commonwealth Bank's Future of Health conference (2018 and 2017), Sydney; MUSC's Annual Healthcare Leadership Conference 2018, Charleston; The Healthcare Leaders Conference 2018, Dallas; Ogilvy's HealthBot 2018 Summit, NYC; HealthXL's Global Gathering 2018, London; the 2018 Academic Venturing Summit at JP Morgan, presented by Cleveland Clinic, San Francisco; WBR Insights' Healthcare 2020; and Health 2.0. He is interviewed frequently about digital health innovations, appearing in the New York Times, WSJ, Computerworld, Bankrate, Wired Magazine, and Health Innovation Media. Murray is also an award-winning playwright. His most recent play, *Heavenly Bodies*, won the 2017 Players Theatre Short Play Festival, NYC.

Murray has an MBA from the Kellogg Graduate School of Business and an MS in Engineering from the McCormick School of Engineering and Applied Science at Northwestern University, as well as a BS in Finance from the Wharton School and a BA in Philosophy from the College of Arts and Sciences at the University of Pennsylvania.



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### Member Case Study Presenters



#### **Laureen Driscoll, MBA, MSN, RN, NE-BC, President**

##### **MultiCare Deaconess Hospital**

Spokane, WA

Laureen joined MultiCare Health System in 2016 as Vice President of Operations, with the primary role as operational lead for MultiCare's acquisition of Rockwood Health System in Spokane, Washington. She became President of MultiCare Deaconess Hospital in 2017. Laureen is passionate regarding patient safety, quality and service excellence. She enjoys collaborating and strategizing with teams on how to improve patient outcomes, experience, and organizational effectiveness.

She began her career as a registered nurse in Portland, Maine, earning her BSN from the University of Southern Maine. She went on to pursue a Master of Science in Nursing Administration at Northeastern University in Boston, Massachusetts, and continued her education at the University of Washington earning a Master's in Business Administration.

Prior to joining MultiCare, Laureen served as Chief Operating Officer for Swedish Cherry Hill Campus in Seattle and Vice President of Swedish Heart and Vascular Institute. She has served in a variety of administrative nursing leadership roles throughout her career.

Her community and professional involvement include serving as a board member for the Women Helping Women Fund, a non-profit organization dedicated to empowering women and children to create healthy families and vibrant communities. She is also a member of the Strategic Planning Committee for the Washington State Hospital Association and a member of the Greater Spokane, Inc., Health Industry Development Group.

Laureen and her husband, John, live in Spokane. They have three grown sons.