Modern Healthcare

Leadership Symposium

September 27–29, 2021 | Scottsdale, AZ

Connect. Learn. Advance Your Career.
### Monday, September 27, 2021

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<th>Time</th>
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<tr>
<td>3:00–6:00 PM</td>
<td><strong>Hospitality Lounge</strong>&lt;br&gt;Loom 1 and 2&lt;br&gt;Sponsored by Workday</td>
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<td>4:30–5:30 PM</td>
<td><strong>Modern Healthcare Reader Feedback</strong>&lt;br&gt;Meet with Modern Healthcare Editor Aurora Aguilar to share your thoughts on the magazine redesign and discuss what you’d like to see in its pages. Participants will be asked to share their feedback about that product, our coverage and newsletters. Tell us what’s going on at your organization that should be covered.</td>
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<td>6:00–7:00 PM</td>
<td><strong>Welcome Reception</strong>&lt;br&gt;Cholla Lawn</td>
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### Tuesday, September 28, 2021

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<td>8:00 AM–5:00 PM</td>
<td><strong>Hospitality Lounge</strong>&lt;br&gt;Loom 1 and 2&lt;br&gt;Sponsored by Workday</td>
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<td>7:45–8:45 AM</td>
<td>**Focus Groups</td>
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<td><strong>Adapting to COVID-19: How Health Systems are Retooling for the Pandemic’s Lasting Impact</strong>&lt;br&gt;In 2020, health systems were forced to rapidly adjust their operations and ramp up telehealth services to respond to the devastating impact of the COVID-19 pandemic. Over a year later, it’s clear that the virus will continue to effect health system operations for the foreseeable future. During this session, participants will discuss the impact the pandemic has had on their organizations thus far, offer best practices they’ve developed for leading their organizations through this challenging time and share their plans to ensure stable operations in the months ahead. &lt;br&gt;Sponsored by Hackensack Meridian Health</td>
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<tr>
<td>8:00–8:45 AM</td>
<td>Registration and Networking Breakfast</td>
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<td>9:15–10:00 AM</td>
<td>Opening Keynote</td>
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<td>CMS Priorities under the Biden Administration</td>
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<td>In this opening keynote address, hear from CMS Administrator Chiquita Brooks-LaSure about the outlook, priorities and goals of the agency on the most pressing issues including the future of value-based payment models and new approaches to broadening healthcare coverage.</td>
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<td>Chiquita Brooks-LaSure, Administrator, Centers for Medicare &amp; Medicaid Services</td>
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<td>10:05–11:05 AM</td>
<td>The Future of Health Policy: A Candid Discussion</td>
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<td>Shrinking margins, economic uncertainty and persistent health disparities in their communities – those are just a few of the major challenges healthcare leaders face today. What policy changes should happen and may happen to address some of these concerns? In this discussion, a diverse panel of policy experts will discuss the biggest issues effecting the industry and the long-term solutions needed.</td>
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<td>MODERATOR</td>
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<td>Paul Keckley, President and Chief Executive Officer, American Hospital Association</td>
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<td>PANELISTS</td>
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<td>Ceci Connolly, President and Chief Executive Officer, Alliance of Community Health Plans</td>
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<td>Matt Eyles, President and Chief Executive Officer, America’s Health Insurance Plans</td>
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<td>Michelle Hood, Executive Vice President and Chief Operating Officer, American Hospital Association</td>
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<td>Chip Kahn, President and Chief Executive Officer, Federation of American Hospitals</td>
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<td>11:05–12:10 PM</td>
<td>How Leaders are Applying Lessons Learned from the Pandemic</td>
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<td>While the COVID-19 pandemic caused unprecedented challenges for healthcare leaders and their workforce, it also spurred innovation and a shake-up to the status quo. Some leading executives are embracing the new normal and evaluating their biggest leadership lessons from the pandemic to see what can be applied going forward to improve. Hear from a leading healthcare executive about their biggest takeaways from COVID-19, what is being done differently now since the pandemic and the innovations embraced for the future.</td>
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<td>SPEAKER</td>
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<td>Richard S. Isaacs, MD, Chief Executive Officer and Executive Director, The Permanente Medical Group; President and Chief Executive Officer, Mid-Atlantic Permanente Medical Group; Co-Chief Executive Officer, The Permanente Federation LLC</td>
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<td>12:10–1:10 PM</td>
<td>Lunch</td>
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<td>1:10–1:35 PM</td>
<td>Building and Sustaining Collaborative Community Relationships</td>
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<td>Katie Hobbs, Secretary of State, State of Arizona</td>
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#MHLEADERS | 2021 LEADERSHIP SYMPOSIUM | 3
1:40–2:40 PM  The Political Determinants of Health: How to be a Leader in your Community

Healthcare organizations are often looked to by their communities to take a stand and be involved in local issues that impact the health and well-being of their community including crime rates and racial injustice. Executives will share how they make connections with citizens, local governments and organizations, get involved in issues that are unique to their community, and publicly address some of the nation’s toughest topics.

MODERATOR
Daniel Dawes, Director of the Satcher Health Leadership Institute, Morehouse School of Medicine, Co-Founder, Health Equity Leadership and Exchange Network

PANELISTS
Omar Lateef, DO, President and Chief Executive Officer, Rush University Medical Center
Randy Oostra, President and Chief Executive Officer ProMedica
Destiny-Simone Ramjohn, Vice President of Community Health and Social Impact, CareFirst BlueCross BlueShield

2:45–3:45 PM  Recovering from Economic Disruption: Strategies for Financial Stability

As organizations work their way out of the COVID-19 crisis, new models have emerged showcasing different scenarios for “recovery” and “return to normal” following large-scale economic disruption. In this session, learn how different systems handled the economic strain and what steps they took to financially secure their organizations including strategies to address staffing concerns. This panel will also explain how to reconfigure business models for greater resiliency and return on investment.

MODERATOR
Gerald Harmon, MD, President, American Medical Association

PANELISTS
Marty Bonick, President and Chief Executive Officer, Ardent Health Services
Brian Gragnolati, President and Chief Executive Officer, Atlantic Health System
Richard Gray, MD, Chief Executive Officer, Mayo Clinic Arizona

3:50–4:50 PM  Healthcare’s Role in Addressing Gun Violence and Mass Shootings

Hundreds of thousands of Americans are victims of gun violence each year. As the first responders and anchors for their communities, healthcare organizations have an obligation to invest in resources and programs aimed at preventing gun violence. Hear from providers at the forefront of working on reducing gun-related violence in their community by advocating for new policies, partnering with local organizations and leaders and implementing internal programs.

MODERATOR
Allison Anderman, Senior Counsel and Director of Local Policy, Giffords Law Center to Prevent Gun Violence

PANELISTS
Jeffrey Cohen, MD, Chief Physician Executive, Community Health and Innovation, Allegheny Health Network
Michael Dowling, President and Chief Executive Officer, Northwell Health

4:50–5:00 PM  Publisher’s Comments

Fawn Lopez, Publisher, Modern Healthcare, Vice President, Crain Communications, Inc

5:00–6:30 PM  Networking Reception

Alber’s Lawn
Sponsored by TIAA
Wednesday, September 29, 2021

8:00 AM–5:00 PM  **Hospitality Lounge**  
Loom 1 and 2  
*Sponsored by Workday*

7:45–8:45 AM  **Focus Groups | by invitation**

**How Can We Scale Technology to Address Bedside Caregiver Shortages?**

The U.S. faces one of the most severe nursing shortages in its history, a challenge that has been compounded by the pandemic. Leaders are turning to technology to solve this issue—not to replace bedside caregivers, but rather to supplement them by adding workforce efficiencies that reduce emotional and physical burdens. In this discussion, participants will discuss how they’ve responded to burnout and staff shortages as they share what they’re doing to support bedside caregivers, ensure safety and avoid costly turnover.

*Forge*  
*Sponsored by AvaSure*

**How Health Systems are Influencing Outcomes Beyond their Four Walls**

Once patients leave the hospital, how can health systems ensure they feel supported and have the tools they need to recover smoothly? Social determinants of health, supply availability and access to clinical education are among a number of factors that can impact patients’ pre- and post-discharge outcomes. During this focus group, we’ll discuss how healthcare leaders are engaging patients after they leave the hospital and at what key points they are working on with partners to ensure success.

*Press*  
*Sponsored by Medline*

8:00–8:45 AM  **Registration and Networking Breakfast**  
Foundry Terrace

9:00–9:05 AM  **Publisher’s Comments**

_Fawn Lopez, Publisher, Modern Healthcare, Vice President, Crain Communications, Inc_

Foundry Ballroom

9:05–10:00 AM  **Collaborating with Competitors**

The pandemic forced healthcare organizations that were typically competitors to come together. But how can successful collaborations with competitors continue? How are restrictions around data, wages and prices handled to abide by anti-trust laws? Hear directly from health system and insurer executives who leveraged collaboration and where they see the partnerships going in the future.

**MODERATOR**

_Dan Liljenquist, Senior Vice President and Chief Strategy Officer, Intermountain Healthcare_

**PANELISTS**

_Mike Bennett, Executive Vice President, Chief Strategy and Innovation Officer, Highmark Health_

_Mike Rowe, Senior Vice President and Chief Business Development and Strategic Relationship Executive, Kaiser Permanente_

_Maureen Sullivan, Chief Strategy and Innovation Officer, Blue Cross Blue Shield Association_

Foundry Ballroom

#MHLEADERS | 2021 LEADERSHIP SYMPOSIUM | 5
10:05–11:05 AM  Re-thinking Patient Experience for the Future of Healthcare

With the explosion of telehealth bringing patients more convenience and restrictions from COVID encouraging innovation in hospital care, the industry is primed for massive change in patient experience strategies. This panel will discuss new innovative approaches to improving patient experience including recent investments and programs, as well as dive into how executives are preparing their organization to adapt to new patient demands in the years ahead.

MODERATOR
Mary Pittman, President and Chief Executive Officer, Public Health Institute

PANELISTS
Terry Shaw, President and Chief Executive Officer, AdventHealth
Jared Short, Chief Executive Officer, Cambia Health Solutions
Johnese Spisso, President of UCLA Health, Chief Executive Officer, UCLA Hospital System, Associate Vice Chancellor of UCLA Health Sciences, Los Angeles

Foundry Ballroom

11:10 AM–12:10 PM  Hearing from Healthcare’s Disruptors

With employers and patients paying more each year for healthcare, new players are entering the space hoping to make an impact. In this session, some of the newest entrants to the industry will discuss their motivations to disrupt healthcare and how they plan to do it. They’ll also talk about how providers and insurers can partner closer with them.

MODERATOR
Ceci Connolly, President and Chief Executive Officer, Alliance of Community Health Plans

PANELISTS
Stephen Klasko, MD, President, Thomas Jefferson University, Chief Executive Officer, Jefferson Health
Phoebe Yang, General Manager, Amazon Web Services

Foundry Ballroom

12:10 –1:10 PM  Lunch

Foundry Terrace

1:15 –2:15 PM  Focusing on Diversity, Inclusion to Improve Community Relationships

It’s vital the workforce at a healthcare organization reflects the community it serves to ensure care is equitable and high-quality for all. Despite heightened focus on the importance of a diverse and inclusive workforce, there is ample room for improvement with the majority of healthcare leadership positions still held largely by white men. In this panel discussion, leaders will discuss successful efforts to improve diversity and inclusion in their workforce including hiring and recruiting policies and programs to create a pipeline of diverse talent within their own organization.

MODERATOR
Michelle Johnson Tidjani, Executive Vice President and General Counsel, Henry Ford Health System

PANELISTS
Naomi Cramer, Chief Human Resources Officer, Banner Health
Shereef Elainahal, MD, President and Chief Executive Officer, University Hospital in Newark
Suresh Gunasekaran, Chief Executive Officer of University of Iowa Hospitals and Clinics
Alishah Jackson, MD, System Vice President Population Health and Innovation, CommonSpirit Health

Foundry Ballroom
2:20–3:20 PM  
**Closing Keynote**  
**The Grassroots Movement to Re-Design Healthcare**

In this closing keynote session, Dr. Marty Makary, a public policy and leading healthcare expert, will review the current state of medicine and how to prepare for the future of healthcare. He will describe the innovators disrupting the current fee-for-service throughput model and ushering in a more patient-centered, relationship-based approach that embraces technology, social determinants of health, and a competitive marketplace designed to bypass the middlemen and restore medicine to its mission. Dr. Makary will argue why healthcare leaders should embrace the movement to transform medicine—a movement that can rebuild the public trust and save our country from the crushing cost of healthcare.

*Marty Makary, MD*,  *Johns Hopkins Hospital*  
*Foundry Ballroom*

3:20–3:30 PM  
**Publisher’s Closing Address**  

**Fawn Lopez**, *Publisher, Modern Healthcare, Vice President, Crain Communications, Inc*  
*Foundry Ballroom*
Partner with a leading physician practice whose high-performing and affordable care models have improved outcomes for 20 years.

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ANESTHESIA | VALUE-BASED CARE | TELEMEDICINE
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Speakers

OPENING KEYNOTE
Chiquita Brooks-LaSure
Administrator, Centers for Medicare and Medicaid Services (CMS)

Chiquita Brooks-LaSure is the administrator for the Centers for Medicare and Medicaid Services (CMS), where she oversees programs including Medicare, Medicaid, the Children’s Health Insurance Program (CHIP), and the HealthCare.gov health insurance marketplace. A former policy official who played a key role in guiding the Affordable Care Act (ACA) through passage and implementation, Chiquita has decades of experience in the federal government, on Capitol Hill, and in the private sector. As deputy director for policy at the Center for Consumer Information and Insurance Oversight within the Centers for Medicare & Medicaid Services, and earlier at the Department of Health & Human Services as director of coverage policy, Chiquita led the agency’s implementation of ACA coverage and insurance reform policy provisions. Earlier in her career, Chiquita assisted House leaders in passing several healthcare laws, including the Medicare Improvements for Patients and Providers Act of 2008 and the ACA, as part of the Democratic staff for the U.S. House of Representatives’ Ways and Means Committee.

CLOSING KEYNOTE
Marty Makary, MD
Professor, Johns Hopkins University School of Medicine

Marty Makary, MD, is the recipient of the 2020 Business Book of the Year Award for The Price We Pay. A professor at the Johns Hopkins University School of Medicine, he has published over 250 scientific articles on the re-design of healthcare, medical innovation and vulnerable populations. Dr. Makary has been elected to the National Academy of Medicine and is editor-in-chief of Medpage Today. His current research focuses on the underlying causes of disease and relationship-based medicine. His book Unaccountable turned into the TV series “The Resident” and his newest bestselling book is The Price We Pay. He is the recipient of the Nobility in Science Award from the National Pancreas Foundation and has been a visiting professor at over 20 medical schools. Dr. Makary was the lead author of the original publications on the surgery checklist and later served in leadership roles at the World Health Organization. Dr. Makary is the chairman of the African Mission Healthcare medical advisory board and leads several healthcare collaboratives.

Allison Anderman
Senior Counsel and Director of Local Policy, Giffords Law Center to Prevent Gun Violence

Allison Anderman, senior counsel, joined Giffords Law Center in 2014. Allison's areas of expertise include helping cities and counties around the country enact effective local gun safety laws and passing extreme risk protection order legislation. Allison also writes Gun Law Trendwatch, Giffords Law Center’s roundup of state firearm legislation, and manages the legal content on the website. Allison has analyzed and debated gun laws on CNN, HuffPost Live and many other news programs. Allison's radio appearances include national NPR, KQED in San Francisco and KCRW in Los Angeles. She has been quoted extensively in the press, including by the New York Times, Los Angeles Times, Newsweek and The Guardian.

Michael Bennett
Executive Vice President, Chief Strategy and Innovation Officer, Highmark Health

Michael Bennett is executive vice president and chief strategy and transformation officer for Highmark Health. In this role, Michael serves as a key leader in driving the organization's mission to deliver comprehensive, affordable, high-quality health care services to its customers and the communities it serves. Michael oversees enterprise-wide strategy, innovation and transformation. In this role, he leads the development of the organization's long-term strategy and strategic planning, and guides strategy implementation and assessment working collaboratively with business unit leaders. He also oversees the development and implementation of enterprise innovation and transformation initiatives. A highly experienced health care strategist, Michael is passionate about helping Highmark Health realize its full potential as it works to transform health care.

Marty Bonick
President and Chief Executive Officer, Ardent Health Services

Marty Bonick is president and chief executive officer of Ardent Health Services. Ardent is one of the largest private health systems in the U.S. states. A veteran healthcare leader, Marty brings nearly 25 years of experience driving business growth through innovation and quality improvement across a variety of healthcare settings. With experience in for-profit, non-profit, public, and privately held companies, he has held senior management roles in large tertiary and academic medical centers, multi-site systems of inpatient hospital and outpatient facilities, and physician services organizations. Prior to his appointment as president and chief executive officer of Ardent Health Services in 2020, Marty served as chief executive officer of PhyMed Healthcare Group, division president at Community Health Systems and chief executive officer of Jewish Hospital.

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The nation’s top hospitals and health systems rely on AvaSure’s 24/7/365 continuous care TeleSitter solution to keep patients safe, protect staff and conserve vital resources. AvaSure delivers a proven, scalable, and integrated model for video monitoring in all inpatient facilities. AvaSure consistently lowers the cost of care while providing safer, more efficient healthcare for everyone.
Naomi Cramer
Chief Human Resources Officer, Banner Health
Naomi Cramer was named chief human resources officer in June 2016. She joined Banner in December 2014 as vice president of talent acquisition and was later promoted to vice president of talent management in 2015; where she led all talent functions for the organization including recruitment, learning and development, organizational effectiveness and change, assessment and survey and workforce planning. She also serves as the executive sponsor for the Diversity & Inclusion Council. Prior to joining Banner, Naomi had a progressive career in operations and human resources at Target Corporation. Her last role was senior vice president of field HR, where she led all areas of Human Resources for 350,000 employees in 1,780 retail stores and 37 distribution centers.

Daniel Dawes
Director, Satcher Health Leadership Institute,
Morehouse School of Medicine, Co-Founder,
Health Equity Leadership and Exchange Network
Daniel Dawes, a widely respected scholar, researcher, educator, and leader in the health equity, health reform, and mental health movements, is executive director of the Satcher Health Leadership Institute at Morehouse School of Medicine in Atlanta, Georgia and a professor of health law, policy, and management. Daniel is also the co-founder of the Health Equity Leadership and Exchange Network (HELEN), which is a nationwide network of over 2000 governmental and non-governmental leaders, researchers, and scholars focused on bolstering leadership and the exchange of research, information and solutions to advance evidence-based health equity-focused policies and programs. Among his many achievements, Daniel was an instrumental figure in shaping and enacting the Mental Health Parity Act, the Genetic Information Nondiscrimination Act, the Americans with Disabilities Act Amendments Act, the Affordable Care Act and other federal policies.

Michael Dowling
President and Chief Executive Officer, Northwell Health
Michael Dowling is one of healthcare’s most influential voices, taking a stand on societal issues such as gun violence and immigration that many health system CEOs shy away from. As president and chief executive officer of Northwell Health, Michael leads a clinical, academic and research enterprise with a workforce of more than 75,000 and annual revenue of $14 billion. Northwell is the largest healthcare provider and private employer in New York State. Michael’s leadership has been invaluable to Northwell’s consistent expansion and prominence. In 2020, he successfully navigated the health system through the first COVID-19 epicenter in the U.S., detailing his experiences in the book, Leading Through a Pandemic: The Inside Story of a Healthcare Leader Overcoming Adversity, and his experiences in the book, Leading Through a Pandemic: The Inside Story of a Healthcare Leader Overcoming Adversity. In 2013.

Shereef Elnahal, MD
President and Chief Executive Officer,
University Hospital in Newark
Dr. Shereef Elnahal is the president and chief executive officer of University Hospital—a Level I trauma center, the principal academic medical center for Rutgers NJ Medical School, the state’s only public hospital, and New Jersey’s largest, urban safety-net hospital. He has served in the role since the summer of 2019. Prior to his time at University Hospital, Dr. Elnahal served as New Jersey’s 21st Health Commissioner, appointed to the Cabinet post by Governor Murphy and confirmed by the New Jersey Senate, serving during the first two years of the Murphy administration. He was the first Muslim member of New Jersey’s Cabinet in state history. Dr. Elnahal has led University Hospital through the COVID-19 public health emergency. The hospital has served as a model for urban hospital and regional response efforts, developing protocols for expanding capacity, maintaining PPE supplies, adapting clinical protocols in accordance with the latest evidence and conducting clinical trials and research.

Matt Eyles
President and Chief Executive Officer, America’s Health Insurance Plans
Matt Eyles is president and chief executive officer of America’s Health Insurance Plans (AHIP), the national trade association representing health insurance providers. Matt leads the association toward fulfilling its mission and vision: expanding access to affordable healthcare coverage to all Americans, through a competitive marketplace that fosters choice, quality and innovation. He joined AHIP in 2015 and led its Policy & Regulatory Affairs team, serving as chief operating officer before his appointment as president and chief executive officer. Matt has more than two decades of healthcare experience in the private sector and in government. Matt has led teams at Fortune 200 healthcare companies in diverse roles—including public policy, government affairs, advocacy and corporate communications—with both a U.S. and global focus.

Brian Gragnolati
President and Chief Executive Officer, Atlantic Health System
Brian Gragnolati is president and chief executive officer of Atlantic Health System. He is also a former chairman of the board of trustees of the American Hospital Association (AHA), dedicated to leading, representing and serving hospitals and health systems in their work to advance the health of individuals and communities. A nationally respected voice in healthcare, Brian is a frequent speaker at events such as the Aspen Ideas Health Conference, SXSW (South by Southwest) and the International Hospital Federation’s World Hospital Congress. He was honored by Modern Healthcare as one of the 100 Most Influential People in Healthcare and selected by Governor Phil Murphy for both the Office of the Governor’s COVID-19 Restart & Recovery Advisory Council and Professional Advisory Committee.

Richard Gray, MD
Chief Executive Officer, Mayo Clinic Arizona
Dr. Richard Gray is chief executive officer of Mayo Clinic in Arizona, the number one hospital in the state as ranked by U.S. News & World Report. Dr. Gray provides leadership and strategy to define and implement Mayo Clinic’s operational plan, and expand Mayo Clinic’s leadership in Arizona and the Southwest. Prior to becoming chief executive officer in 2019, Dr. Gray worked as a surgical oncologist, specializing in treating patients with breast cancer, melanoma and sarcoma. He served as chair of the Mayo Clinic Cancer Center in Arizona, chair of Mayo’s Breast Specialty Council, and vice chair of the Department of Surgery in Arizona. In addition to being a patient education champion, Dr. Gray has been recognized as an esteemed educator, as illustrated by his selection as Mayo Clinic Distinguished Educator of the Year in 2013.

Suressh Gunasekaran
Chief Executive Officer, University of Iowa Hospitals and Clinics
Suressh Gunasekaran is the chief executive officer of University of Iowa Hospitals & Clinics. He also serves as associate vice president for University of Iowa Health Care, the state’s comprehensive academic medical center comprised of UI Hospitals & Clinics, the UI Roy J. and Lucille A. Carver College of Medicine, and UI Physicians, the largest multi-specialty medical and surgical group practice in Iowa. As chief executive officer, Suressh oversees the operational, strategic and financial performance for UI Hospitals & Clinics, a regional referral center that includes UI Stead Family Children’s Hospital. Among his administrative responsibilities, he leads an enterprise-wide commitment to comprehensive primary and specialty care for patients and families, focusing on clinical excellence, collaboration and innovation, quality and safety, and outstanding service.

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Gerald Harmon, MD
President, American Medical Association
Dr. Gerald Harmon, a family medicine specialist having practiced for more than 30 years in coastal South Carolina, became the 176th president of the American Medical Association in June 2021. He was first elected to the AMA Board of Trustees in June 2013 and elected board chair in 2018. In addition, Dr. Harmon also served as the secretary of the AMA in 2016. In South Carolina, Gerald has held several leadership positions in the South Carolina Medical Association, including chairman of the board and president. He serves as a clinical professor at two of South Carolina’s medical schools and is a member of the clinical faculty for the Tidelands Health Family Medicine residency program while regularly precepting physicians in training.

Katie Hobbs
Secretary of State, State of Arizona
Secretary Katie Hobbs has led a life of service. Beginning as a volunteer at her church and continuing with her job as a social worker and chief compliance officer at one of the largest domestic violence centers in the U.S., the focus of her life has been to help others to gain security, to be heard, and to create better lives. That fundamental motivation inspired her to run for Secretary of State, after serving in the Arizona House of Representatives and Arizona Senate as minority leader. Now, she brings her years of experience to the Office of the Secretary of State to ensure that it runs productively, and that Arizona elections are secure, fair and efficient.

Michelle Hood
Executive Vice President and Chief Operating Officer, American Hospital Association
Michelle Hood is executive vice president and chief operating officer of the American Hospital Association (AHA). In this capacity, Michelle is responsible for the overall strategic direction of the association. Her leadership of AHA’s strategy advances an agenda for innovation and transformation, which synthesizes public policy, field engagement and innovation, and provides increased value to members. Her responsibilities include oversight for clinical leadership and performance improvement, field engagement, enterprise services and innovative partnerships. Additionally, she works to integrate all areas of the association into the AHA’s advocacy agenda and public policy initiatives. Previously, Michelle served as president and chief executive officer of Northern Light Health, a $1.8 B integrated healthcare delivery system providing services across the entire state of Maine.

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Dr. Richard S. Isaacs is chief executive officer and executive director of the Permanente Medical Group and president and chief executive officer of the Mid-Atlantic Permanente Medical Group. Dr. Isaacs, who was named to Modern Healthcare’s 50 Most Influential Clinical Executives in 2020, also serves as co-chief executive officer of the Permanente Federation LLC, providing strategic leadership and direction to all Permanente Medical Groups. Previously, Dr. Isaacs served as physician-in-chief for the Kaiser Permanente South Sacramento Medical Center, where he was responsible for all clinical operations and led the medical staff in pioneering several innovations that have been adopted by Kaiser Permanente nationwide.

Dr. Richard S. Isaacs, MD  
Chief Executive Officer and Executive Director, The Permanente Medical Group; President and Chief Executive Officer, Mid-Atlantic Permanente Medical Group; Co-Chief Executive Officer, The Permanente Federation LLC

Alisahah Jackson, MD  
System Vice President of Population Health and Innovation, CommonSpirit Health  
In 2016, Dr. Alisahah Jackson became the first vice president, system medical director of Community Health for Carolinas HealthCare System/Atrium Health, with responsibilities to develop and implement a community health strategy over multiple counties. In 2018, she was promoted to chief community impact officer of Atrium Health, with expanding responsibilities over health equity, community health, environmental sustainability, mobile medicine and faith community health ministry. Dr. Jackson was named as interim chair of the Department of Family Medicine at Atrium Health in 2019. Most recently, Dr. Jackson joined CommonSpirit Health as the first system vice president of population health innovation and policy.

Chip Kahn  
President and Chief Executive Officer, Federation of American Hospitals  
Since June 2001, Chip Kahn has served as president and chief executive officer of the Federation of American Hospitals, the national advocacy organization for tax-paying hospitals. Chip’s extensive health policy expertise, outstanding leadership abilities, lengthy Capitol Hill experience, and proven campaign and communications skills make him one of Washington, D.C.’s most effective and accomplished trade association executives. Chip is one of only two healthcare leaders who have appeared on Modern Healthcare magazine’s annual “100 Most Influential People in Healthcare” list since its inception.

Paul Keckley  
Managing Editor, The Keckley Report  
Paul Keckley is managing editor of The Keckley Report, and a healthcare policy analyst and widely known industry expert. He is a frequent speaker and advisor to healthcare organizations focused on long-term growth, sustainability and advocacy strategies. In addition to the weekly Keckley Report, Paul has published three books and 250 articles. During the period preceding the passage of the Affordable Care Act, he facilitated sessions between White House Office of Health Reform and major health industry trade groups as private-sector input was sought in the legislation. He is an advisor to Erdman, Sullivan Cotter, Lumeris, Western Governors University and the Lipscomb University College of Pharmacy. Paul is a member of the Health Executive Network and Healthcare Financial Management Association.

Fawn Lopez  
Publisher, Modern Healthcare, Vice President, Crain Communications, Inc  
Fawn Lopez is publisher of Modern Healthcare and vice president of Crain Communications, Inc. As the industry’s leading source of healthcare business and policy news, research and information, Modern Healthcare serves the needs of top healthcare executives by reporting on important healthcare events and trends, as they happen, through the website, e-newsletters, mobile app, and print magazine, and by hosting a dozen annual events and conferences across the country. In her role as publisher, Fawn oversees the editorial, sales, events, marketing, digital and audience development associates who together power the Modern Healthcare media brand.

#MHLEADERS | 2021 LEADERSHIP SYMPOSIUM | 13
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Randy Oostra
President and Chief Executive Officer, ProMedica

Randy Oostra is the president and chief executive officer of ProMedica, overseeing the not-for-profit, mission-based, integrated health and well-being organization headquartered in Toledo, Ohio. Prior to this role, he served as president and chief operating officer. Randy is regarded as one of the nation’s top leaders in healthcare, and has earned a spot on several prestigious listings, which include Modern Healthcare’s 100 Most Influential People in Healthcare. He has a strong commitment to the healthcare industry and community, and serves on the board of trustees of the following national organizations: Local Initiatives Support Corporation (LISC), the American Hospital Association, the Health Research and Educational Trust and The Root Cause Coalition, which ProMedica founded.

Mary Pittman
President and Chief Executive Officer, Public Health Institute

Mary Pittman is president and chief executive officer of the Public Health Institute (PHI). A nationally recognized leader in improving community health, addressing health inequities among vulnerable people and promoting quality of care, Mary assumed the reins at PHI in 2008, becoming the organization’s second president and chief executive officer since its founding in 1964. Her primary focus has been guiding the development of a strategic plan that builds on existing PHI program strengths to achieve greater impact on public policy and practice in public health. Mary believes in creating an environment and that strategic planning is an ongoing process, not an end product. Her overarching goal is for PHI to become known for leadership in creating healthier communities.

Destiny-Simone Ramjohn
President of Community Health and Social Impact, CareFirst BlueCross BlueShield

Destiny-Simone Ramjohn serves as vice president of community health and social impact with CareFirst BlueCross BlueShield, the largest healthcare insurer in the Mid-Atlantic region. In this role, Destiny-Simone leads philanthropic giving and authentic community engagement strategies where people live, learn, work, play and seek care to drive measurable improvements on health. This intentional alignment of business impact, social impact, and health impact—with an eye toward equity—enables CareFirst to enhance the lives of members and the communities it serves. Prior to joining CareFirst, Destiny-Simone spent five years with Kaiser Permanente as director of community health, developing measurement, evaluation and high-impact strategies for the financial, material and human resource investments across the Mid-Atlantic region that directly address the social determinants of health and promotes health equity.

Mike Rowe
Senior Vice President and Chief Business Development and Strategic Relationship Executive, Kaiser Permanente

Mike Rowe is the senior vice president and chief business development and strategic relationships executive for Kaiser Foundation Health Plan and Hospitals (KFHP/H). Mike leads growth efforts and manages strategic relationships to support the organization’s long-term, sustainable performance. He works with Kaiser Permanente’s health plan, hospital and physician leadership on new growth opportunities with the goal of making high-quality, affordable health care available to more of the country through strong connections with like-minded organizations. Mike is accountable for driving the identification, assessment and negotiation of new and expanded relationships to extend the reach of Kaiser Permanente’s model of integrated care and coverage.

Terry Shaw
President and Chief Executive Officer, AdventHealth

Terry Shaw is president and chief executive officer for AdventHealth. In this role, he provides leadership for one of the largest faith-based health care systems in the U.S., comprising 47 hospital campuses across nine states, and a continuum of integrated care that includes urgent care centers, home health, hospice, physician practices and skilled nursing facilities. Terry’s career with AdventHealth spans more than 30 years. In that time, he has played a pivotal role in defining the organization’s vision and direction through his broad understanding and deep knowledge of health care finance, information technology and overall operations. Prior to becoming president and chief executive officer of the organization, Terry served as its executive vice president, chief financial officer and chief operations officer.

Jared Short
Chief Executive Officer, Cambia Health Solutions

Jared Short is chief executive officer of Cambia Health Solutions, a non-profit total health solutions company dedicated to making health care simpler, better and more affordable for people and their families. He is passionate about innovations that make a difference in people’s health and lives. At the heart of his vision is meeting members where they are on their health care journeys. Before Jared became Cambia’s CEO in 2021, he drove innovation and performance across the organization as president and chief operating officer. Jared’s career with Cambia began in 1999, when he joined the company in a finance role. Jared moved briefly to BlueCross BlueShield of Montana, where he served as chief marketing and underwriting officer. Jared returned to Cambia in 2009 as president of Cambia’s regional health plan in Oregon.

Johnese Spisso
President, UCLA Health, Chief Executive Officer, UCLA Hospital System, Associate Vice Chancellor, UCLA Health Sciences, Los Angeles

Johnese Spisso assumed the position of president of UCLA Health, chief executive officer of UCLA Hospital System and associate vice chancellor of UCLA Health Sciences in 2016. Johnese is a nationally recognized academic healthcare leader with more than 30 years of experience and oversees all operations of UCLA’s hospitals and clinics as well as the health system’s regional outreach strategy. Before coming to UCLA, Johnese spent 22 years at UW Medicine, where she was steadily promoted from chief nursing officer to chief operating officer to chief health system officer and vice president of medical affairs for the University of Washington.

Maureen Sullivan
Chief Strategy and Innovation Officer, Blue Cross Blue Shield Association

Maureen Sullivan is chief strategy and innovation officer for the Blue Cross Blue Shield Association (BCBSA), a national federation of 36 independent, community-based and locally operated Blue Cross and Blue Shield (BCBS) companies. Today, one in three Americans is covered by the Blue system. Maureen has overall accountability for BCBSAs strategy, development and innovation, research, group purchasing organization and educational programs. In this capacity, she leads several teams in providing wide-ranging services and strategic counsel to BCBSA leadership and BCBS plans. Among the critical thought leadership initiatives Maureen drives on behalf of the BCBS system are efforts to advance health equity through a comprehensive national strategy.

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Michelle Johnson Tidjani

Executive Vice President and General Counsel,
Henry Ford Health System

Michelle Johnson Tidjani was appointed executive vice president, general counsel and corporate secretary of Henry Ford Health System in 2017. In this role, Michelle provides executive leadership, from both a strategic and operational perspective, for the Office of the General Counsel, covering all legal affairs for the health system, the Business Integrity and Tax Office, information privacy and security, the Governance Office, and the Risk Finance and Insurance Office. Prior to Henry Ford, Michelle served as the deputy chief legal officer for the Cleveland Clinic, where she managed a team of lawyers, paralegals, support staff and external counsel, serving as a strategic partner with her executive team on such initiatives as physician/hospital alignment, telemedicine, reimbursement, affiliations, acquisitions and governance.

Phoebe Yang

General Manager, Amazon Web Services

Phoebe Yang is general manager of Amazon Web Services Healthcare, where she leads the business that enables mission-based healthcare organizations with the most comprehensive and broadly adopted cloud platform. Previously, she was chief strategy officer for population health at Ascension, co-head of Ascension Holdings International, head of corporate development at Advisory Board Company, senior advisor to the Federal Communications Commission Chairman on Broadband, and vice president of digital media and strategy at AOL, Time Warner and Discovery Inc. Serving in two presidential administrations, Phoebe was on White House Task Forces for Health IT and Broadband. Phoebe has served on the boards of CommonSpirit Health and Providence-St. Joseph Health.

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