

# JONATHAN BURROUGHS, MD, MBA, FACHE, FAAPL

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## Curriculum Vitae

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### EDUCATION AND CREDENTIALS

**MBA with Honors**, 2008 – Isenberg School of Management, Amherst, Massachusetts  
*Graduated first in class; Beta Gamma Sigma National Business Honor Society*

**MD**, 1977 – Case Western Reserve University, Cleveland, Ohio

**Bachelor of Arts in Humanistic Studies**, 1972 – Johns Hopkins University, Baltimore, Maryland  
*4.00 GPA; First in senior year class*

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### PROFESSIONAL EXPERIENCE

BURROUGHS HEALTHCARE CONSULTING NETWORK, Nationwide

**President & CEO**, 2012 to Present

Consult with top US healthcare organizations on medical staff affairs, physician engagement and alignment strategies, legal/regulatory requirements & compliance, contract management, integration/alignment models & management, strategic planning/management, quality oversight/management, process simplification/re-design, credentialing/privileging, leadership training/coaching, and physician performance and behavioral management.

- Optimized service operations of 1500+ healthcare organizations through development of comprehensive healthcare management, training, and delivery solutions.
- Effectively present complex information to executive managers, physicians, and governing board members with exceptional clarity and accuracy.
- Cultivate relationships and manage programs leveraging in-depth knowledge of medical center operations, financial systems, and continuous quality improvement strategies to build cross-functional hospital teams dedicated to providing topflight healthcare services.
- Received national development grant from the American College of Healthcare Executives to develop new national program focused on population health and related innovative business models; co-awarded with Dr. David Nash.
- Received national development grant from the American College of Healthcare Executives to develop new national program focused on the collaboration necessary between clinical and non-clinical executives to optimize clinical and business healthcare outcomes; co-awarded with John Byrnes and Rich Priore.
- Received national development grant from the American College of Healthcare Executives to develop and new national program focused on how to monetize quality in a pay for value world; co-awarded with Rich Priore.
- Recognized as a national healthcare administrative expert and participated in over 121 legal cases since 2010
- Winner of the 2016 James A. Hamilton Book Award for “Redesign the Medical Staff Model-A Collaborative Approach” (Health Administration Press, 2015)
- Winner of the 2020 James A. Hamilton Book Award for “Operational Components for High Performing Healthcare Enterprises” (Health Administration Press, 2018)

*Continued...*

- Distinguished Service Award from the American College of Healthcare Executives (ACHE) for contributions to healthcare management excellence
- \*\*See below for full list of consulting engagements.

THE GREELEY COMPANY, A DIVISION OF HCPPro, Inc. Danvers, Massachusetts

**Director of Education Services/Senior Consultant, 2011 to 2012**

Produced and marketed national and on-site education programs, including “Physician-Hospital Integration and Alignment,” “The MEC Institute,” “Peer Review Boot Camp,” “The Credentialing Solution,” and “Physician-Management-Board Summit.”

- \*\* See below for publications.

THE GREELEY COMPANY, A DIVISION OF HCPPro, Inc. Danvers, Massachusetts

**Senior Consultant, 2004 to 2010**

Developed national programs such as “Leading Physicians through Change,” “Mastering Medical Leadership,” “The Advanced MEC Institute,” “EMTALA,” and “Emergency Department On Call Challenges.”

- \*\* See below for publications.

MEMORIAL HOSPITAL. North Conway, New Hampshire (1988-2008)

Emergency Department Medical Director (2006-2008)

Past President of the Medical Staff (2004-2008)

President of the Medical Staff (2000-2004)

Member (ex-officio and regular) of the Board of Trustees (2000-2008)

Chair (2000-2004) and Member of the Medical Executive Committee (2000-2008)

SPEARE MEMORIAL HOSPITAL, Plymouth, New Hampshire (1990-2000)

METRO-WEST MEDICAL CENTER, Framingham, Massachusetts (1992-1995)

EMS Medical Director

GOOD SAMARITAN HOSPITAL, Mesa, Arizona (1988)

LITTLETON HOSPITAL, Littleton, New Hampshire (1985-1988)

Emergency Department Medical Director (1985-1988)

Introduced automatic defibrillation into the field (Eastern United States) in conjunction with Mickey

Eisenberg’s Physio-Control Project-University of Washington, Seattle, Washington

VALLEY REGIONAL HOSPITAL, Claremont, New Hampshire (1982-1985)

Emergency Department Medical Director (1982-1985)

Introduced ambulatory defibrillation into the field (Eastern United States) in conjunction with Mickey Eisenberg’s Physio-Control Project-University of Washington, Seattle, Washington

BAYSTATE MEDICAL CENTER, Springfield, Massachusetts (1981-1982)

KAISER PERMANENTE, Sacramento, California (1978-1980)

**Emergency Department Medical Director/Emergency Physician, (1978-2008)**

Oversaw Emergency Department and provided hands-on care to patients requiring diverse treatments. \*\*No available record of publications/presentations.

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**RESIDENCY AND TRAINING**

UNIVERSITY OF MASSACHUSETTS/BMC, Pittsfield, MA

**General Surgery Junior Residency, 1980 to 1981**

Completed general surgery first year residency.

UNIVERSITY OF CALIFORNIA, DAVIS, Sacramento, CA

**Family Practice Residency, 1977 to 1980**

Completed family practice residency.

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**LEGAL CASES (2010-2020)**

1. Claggett & Sykes Law Firm, Las Vegas, Nevada: Logan Erne v. Margaret Williams, LCPC, Marilyn S. Abel, CPC, Anthony Quinn, MD, Brandon Payzant, PAC, PHC of Nevada Inc. d/b/a Harmony Healthcare, Summerlin Hospital and Medical Center LLC, DOES I-X, ROE Business Entities XI-XX, District Court Clark County, Nevada, No. A-18-773499-C (2020 to Present, Plaintiff)
2. Ball Law Group, Chicago, Illinois: Antonia Kochman, a minor by and through her Guardian Devon Bank v. Advocate Health and Hospitals Corporations d/b/a Advocate Lutheran General Hospital and Miroslawa Kuder, MD, The Circuit Court of Cook County, Illinois, No. 18 L 003926 (2020 to Present, Plaintiff)
3. Brandes & Yancy, PLLC, Tulsa, Oklahoma: The Estate of Cathy Quinalty by and through its personal representative Christy Evans v. Saint Francis Hospital Inc. and Hill-Rom Company, Inc., District Court in and for Tulsa County, State of Oklahoma, No. CJ-2017-2145 (2020 to Present, Plaintiff)
4. Fitzpatrick, Skemp & Associates, LLC, La Crosse, Wisconsin: Jana M. Wedwick, Corey A. Wedwick, Andrew J. Wedwick, Steven R. Wedwick, and Dylan P. Wedwick, minor children by their natural parents and guardians Jana and Corey Wedwick, plaintiffs and Wisconsin's Laborer Health Fund and Wisconsin Department of Health Services, Plaintiff Subrogees v. Mayo Clinic Health System-Franciscan Health Clinic Inc., Mayo Clinic Health System-Franciscan Healthcare Inc., ABC Insurance Company, Mayo Clinic Health System-Franciscan Health Clinic Inc. d/b/a Siena Hall, DEF Insurance Company, Injured Patients and Families Compensation Fund, State of Wisconsin Circuit Court, La Crosse County, No. 19-CV-30104 (2020 to Present, Plaintiff)
5. Brandon L. Phillips, Attorney at Law, Las Vegas, Nevada: Trina Parker v. Dignity Health d/b/a St. Dominican Health Hospital-Siena Campus and Scott R. Ferguson, MD, United States District Court, District of Nevada, No. 2:18-cv-02291-RFB-BNW (2020 to Present, Plaintiff)
6. Claggett & Sykes Law Firm, Las Vegas, Nevada: Amy Patricia Geiler v. Mountain View Hospital, Mountain's Edge Hospital et al., District Court Clark County, Nevada (2019 to Present, Plaintiff)

7. Bordas and Bordas, PLLC, Wheeling, West Virginia: Regina Holloway as administratrix of the Estate of William Holloway (Deceased) v. Louis A Johnson VA Medical Center, Clarksburg, West Virginia and the United States Department of Veterans Affairs: Circuit Court of Marion County, West Virginia (2019 to Present, Plaintiff)
8. Polsinelli, Kansas City, Missouri: J.S. individually v. Centerpoint Medical Center of Independence LLC d/b/a Centerpoint Medical Center, 19600 East 39<sup>th</sup> Street, South Independence, Missouri 64057: Circuit Court of Jackson County Missouri at Independence, No. 1916-CV22846 (2019 to Present, Defense)
9. The Gage Law Firm PLLC, Las Vegas, Nevada: Albert Dennis Bellus, Individually as an heir and as special administrator of the estate of Terry Ann Sanoff; Alexander Bellus (an heir) and Catherine Giani (an heir) v. Southern Hills Medical Center LLC d/b/a Southern Hills Hospital & Medical Center, Eighth Judicial District Court, Clark County, Nevada, Case No. A-19-790356-C (2019 to Present, Plaintiff)
10. Hunt Law Firm LLC, Santa Fe, New Mexico: Jane Doe No. 1 individually and on behalf of her minor child, Jane Doe No. 2 individually and on behalf of her minor child and all others similarly situated v. Presbyterian Healthcare Services Inc. and Guy Rosenchein, MD, State of New Mexico County of Bernalillo Second Judicial District Court, No. D-202-CV-2017-00475 (2019 to Present, Plaintiff)
11. Rispoli Law PLLC, Phoenix, Arizona: Alin Sarbu, Personal Representative of the Estate of Mihai Sarbu-Imibia and Alin Sarbu, Personal Representative on behalf of Mihai Sarbu-Imibia's Statutory Beneficiaries pursuant to A.R.S. Section 12-612(A) v. Arizona Heart Anesthesia AG PLLC an Arizona Professional Limited Liability Company, Arizona Heart Anesthesia BHH, PLLC, an Arizona Domestic Professional Limited Liability Company, Arizona Heart Anesthesia ARMC, PLLC, an Arizona Domestic Professional Limited Liability Company, Arizona Heart Anesthesia Boswell, PLLC, an Arizona Domestic Professional Limited Liability Company, Arizona Heart Anesthesia OSC, PLLC, an Arizona Professional Limited Liability Company, Arizona Heart Anesthesia WVH, PLLC, an Arizona Domestic Professional Limited Liability Company, Arizona Heart Anesthesia DW, PLLC, an Arizona Domestic Professional Limited Liability Company, Arizona Heart Anesthesia Orthopedic Hospital PLLC, an Arizona Domestic Professional Limited Liability Company, Arizona Heart Anesthesia, PLLC, an Arizona Professional Limited Liability Company, Arizona Heart Anesthesia Westgate, PLLC, an Arizona Domestic Professional Limited Liability Company, the Estate of Andrew P. Olson, CRNA (deceased), Joseph A. Caplan, MD, PC, An Arizona Domestic Professional Liability Company d/b/a Cardiac Solutions, Banner Health, Inc., an Arizona Not for Profit Corporation d/b/a Banner Boswell Medical Center and Banner Boswell Medical Center-Cardiac Center, Paul Haas, MD, John Does or Jane Does 1-200, Black and White Corporations 1-5 and Black and White Partnerships 1-5, Superior Court of the State of Arizona in and for the County of Maricopa, No. CV2019-006073 (2019 to Present, Plaintiff)
12. Semenza, Kircher, Rickard, Las Vegas, Nevada: John Doe, Confidential Guardian Ad Litem on behalf of LPM, a minor child v. Dignity Health d/b/a St. Rose Dominican Hospital, Siena Campus, Clark County, Clark County Department of Family Services, Clark County Child Protective Services, DOES 1-10, unknown individuals, ROES 1-10, unknown business entities, District Court Clark County, Nevada, No. A-18-768091-C (2019 to Present, Plaintiff)
13. Sacchetta & Baldino Trial Lawyers, Media, Pennsylvania: Karen Olivia and Timothy Olivia and Karen Olivia as Administratrix of the Estate of Thaddeus Timothy Olivia, Deceased v. Louisa Voutsinas, MD, Lehigh Valley Hospital-Hazleton, Lehigh Valley Physician Group, and Lehigh Valley Health Network, Court of Common Pleas Luzerne County, Pennsylvania, No. 2017-CV-10846 (2019 to Present, Plaintiff)
14. The Curran Firm PC, Media, Pennsylvania: Jillian Craddock, individually and as Administratrix of the estate of Brent Craddock, Deceased v. Belmont Behavioral Hospital, LLC d/b/a Belmont Behavioral Health d/b/a BCCT Over Corp. d/b/a Belmont Center for

Comprehensive Treatment d/b/a Belmont Behavioral Hospital, Acadia Healthcare Inc., and Sachin Mehta, MD, Court of Common Pleas Philadelphia County (2019 to Present, Plaintiff)

15. Winston & Strawn, Dallas, Texas: United States of America ex rel., Mitchel A. Magee, MD and Todd M. Dewey, MD v. Texas Heart Hospital of the Southwest LLP d/b/a Heart Hospital Baylor Plano and Heart Hospital Baylor Denton, Baylor Heart and Vascular Center, LLP d/b/a Baylor Jack and Jane Hamilton Heart and Vascular Hospital, Baylor Scott and White Medical Center at Plano, Baylor University Medical Center, Baylor Scott & White All Saints Medical Center, The Baylor Healthcare System, Baylor Scott & White Health, and BSW Health, United States District Court for the Eastern District of Texas Sherman Division, Case No. 4:16-CV-00717-ALM, (2019 to Present, Plaintiff), Deposition: February 4, 2020, Dallas, Texas
16. Jackson & Campbell, Washington, DC: Monique Williams, individually and as Mother and personal representative of the Estate of H.W., deceased v. United States of America and Children's National Medical Center, United States District Court for District of Columbia Civil Division, Civil Action Nos. 17-445 and 17-448 (2019 to Present, Defense)
17. Polsinelli, Kansas City, Missouri: J.S. Individually v. Centerpoint Medical Center of Independence, LLC d/b/a Centerpoint Medical Center, Independence, Missouri, Circuit Court of Jackson County, Independence, Missouri, No. 1916-CV22846 (2019 to Present, Defense)
18. Rispoli Law, PLLC, Phoenix, Arizona: Kenneth Schnuelle v. St. Luke's Medical Center d/b/a/ Tempe St. Luke's Hospital, a Delaware Limited Partnership; Iasis Healthcare Holdings, Inc., a Delaware Corporation, Steward Healthcare Inc., a Delaware Limited liability company, Physician Group of Arizona, Inc., a Delaware Corporation, EMCare Inc., a Delaware Corporation, EMCare Physician Services, Inc., a Delaware Corporation, Rob F. Schuster, MD, Reid Beckwoldt, MD, Kenneth Lorenzo Serra, MD, Envision Physician Services, LLC, a Delaware Limited liability Corporation, Envision Physician Services of Arizona LLC, a Delaware Limited Liability Corporation, Sheridan Healthcare, Inc., a Delaware Corporation, John Does or Jane Does 1-200, Black and White Corporations 1 through 5, Black and White Partnerships 1 through 5, Superior Court of the State of Arizona in and for the County of Maricopa, No. CV2019-004517 (2019 to Present, Plaintiff)
19. Bair Hilty PC, Houston, Texas: Heather Griffin, Individually as Administratrix of the Estate of Richard P. Griffin, Jr. and as next friend of Robert Peirce Griffin, a Minor v. Houston Methodist Willowbrook Hospital, Weston Hickey, MD, and Willowbrook Cardiovascular Associates, PA, District Court of Harris County, Texas (2019 to Present, Plaintiff)
20. English Law Group, Dallas, Texas: SW, SJ, JW, KP, PW and Jane Does 1-20 v. Dennis Doan, MD and Heart Center of North Texas, District Court of Tarrant County, Texas, No. 017-308590-19 (2019 to Present, Plaintiff)
21. Pauley Curry PLLC, Charleston, West Virginia: Kayla Moss and Michael Moss as Father and next friend of A.M., an infant v. City Hospital d/b/a Berkeley Medical Center and Theresa Triggs, APRN, and the United States of America, United States District Court Northern District of West Virginia, No. 3:19-cv-187 (2019 to Present, Plaintiff)
22. Bordas and Bordas, PLLC, Wheeling, West Virginia: Raymond Price v. United States of America through its Agency the US Department of Veterans Affairs and Ambulatory Care Solutions LLC, United States District Court Southeastern District of Ohio, No. 18-949 (2019 to Present, Plaintiff)
23. Vigil Law Firm, PC, Albuquerque, New Mexico: Maria Cummings, Individually and as Personal Representative of the Estate of Shaun Michael Chavez; Jana Vallejos Individually, and as personal representative of the estate of Donovan Vallejos and Leon Salazar on behalf of themselves and others similarly situated v. Board of Regents of the University of New Mexico, a body corporate of the State of New Mexico for itself and its public operations including University of New Mexico Health Sciences Center and its

components the University of New Mexico Hospital and the University of New Mexico School of Medicine, Second Judicial District Court, County of Bernalillo, State of New Mexico, No. CV-2001-00579 (2019-Present, Plaintiff), Deposition: October 31, 2019, Albuquerque, New Mexico. Class Certification Trial Testimony: December 11, 2019, Albuquerque, New Mexico.

24. Mavrides Law, Boston, Massachusetts: *Stevenson v. Stevenson*, Commonwealth of Massachusetts, Probate and Family Court, Plymouth, Massachusetts, No. #12D-0193DR (2019, Defense), Trial Testimony: September 24, 2019, Plymouth, Massachusetts.
25. Ball Law Group, Chicago, Illinois: *Mulan Henry by and through her Guardian Tracey Pace-Arnold v. Northwestern Memorial Hospital, Northwestern Medical Faculty Foundation, and Northwestern Memorial Healthcare*, Circuit Court of Cook County, Illinois, No. 17 L 1141 (2019-Present, Plaintiff), Deposition: January 6, 2020, Chicago, Illinois, Deposition: February 14, 2020, Atlanta, Georgia.
26. Polsinelli, Kansas City, Missouri: *Melvin K. Shobe and Teresa Shobe v. Neurosurgery of South Kansas City, LLC, Jayson Neil, MD, Anesthesia Associates of Kansas City, PC, Kimberly E. Moncure, MD, Michael S. Filla, CRNA, Midwest Neurosurgery Associates PA, and Midwest Division-RMC, LLC*, Circuit Court of Jackson County, Missouri at Kansas City, No. 1816-CV12001, (2019, Defense)
27. Goldberg & Rosen, PA, Miami, Florida: *Linezka Torres and Jorge Navarro as Parents and Legal Guardians of Lucas Navarro v. Variety Children's Hospital d/b/a Nicklaus Children's Hospital*, Circuit Court of the 11<sup>th</sup> Judicial Circuit in and for Miami/Dade County, Florida, No. 2017-014294-CA-08, (2019, Plaintiff), Deposition: September 11, 2019, Boston, Massachusetts, Deposition: October 3, 2019, Miami, Florida
28. Donaghue & Labrum LLP, Media, Pennsylvania: *Bryce Matthew Gonzalez, a minor by and through his parents and natural guardians Katelyn Uhlig and Rendon Carr Gonzalez v. Carlene Denis, MD, Alexa Moreno, RN, Women's Health Care Group of Pennsylvania LLC d/b/a Women's Healthcare Group of Pennsylvania PA, Phoenixville Hospital Company LLC d/b/a Phoenixville Hospital and Community Health Systems Inc., Court of Common Pleas, Chester County, Pennsylvania*, No. 2017-00621-PL, (2019-Present, Plaintiff)
29. Burns White LLC, Wheeling, West Virginia: *Matthew Shane Childers, Administrator of the Estate of Amanda Dale Childers v. George P. Naum III DO, MedExpress Urgent Care Inc.- West Virginia d/b/a MedExpress-Clarksburg, Emily Drive, and Weatherby Locums, Inc., Circuit Court of Harrison County, West Virginia*, No. 18-C-180-2, (2019, Defense)
30. Claggett & Sykes Law Firm, Las Vegas, Nevada: *Diane Schwartz, individual and as Special Administrator of the Estate of Douglas R. Schwartz, deceased v. David Garvey, MD, Team Health Holdings Inc. d/b/a Ruby Crest Emergency Medicine, PHC-Elko, Inc. d/b/a Northeastern Nevada Regional Hospital, Reach Air Medical Services, LLC, Doe Barry, RN, DOES I-X, Doe Business Entities XI through XX*, Fourth Judicial District Court of the State of Nevada in and for the County of Elko, No. W-C-17-439, (2019 to Present, Plaintiff)
31. Kidwell & Gallagher, Ltd., Elko, Nevada: *Robert Gott v. Renown Health d/b/a Renown Regional Medical Center*, Second Judicial District Court of the State of Nevada, in and for the County of Washoe, No. pending, (2019 to Present, Plaintiff)
32. Marshall, Dennehey, Warner, Coleman & Goggin, PC, Pittsburgh, Pennsylvania: *John Shick, Individually and as Executor of the Estate of Suellen Shick v. Benjamin K. Peek, DO, Emergency Medicine Physicians of Alle-Kiski, Ltd, USACS Integrated Acute Care Services of Pennsylvania, Ltd, US Acute Care Solutions, Inc., USACS Management Group, Ltd. Karam K. Pathan, MD, Indiana Healthcare Physician Services, Inc., a/k/a and or d/b/a/ IRMC Physician Group, Edward M. Woodle, DO, Indiana Regional Medical Center*, Court of Common Pleas, Indiana County, Pennsylvania, No. 10897 CD 2018, (2019 to Present, Defense)

33. Armstrong Teasdale, LLP, St. Louis, Missouri: Roger S. Shinnerl, MD v. St. Mary's Health Services, Inc., d/b/a St. Vincent Evansville, previously d/b/a St. Mary's Medical Center, St. Vincent Health Inc. and Ascension Health Inc., Vanderburgh Circuit Court, County of Vanderburgh, Indiana, No.82C01-1702-CT-000865, (2019 to Present, Defense)
34. Huff, Powell, Bailey, LLC, Atlanta, Georgia: Amanda Ann Reeves as Executor of the Estate of Alvin D. Blount, Jr. v. Bilal R. Kahn, MD, Middle Georgia Heart and Vascular Center LLC and Houston Hospitals Inc. d/b/a Houston Medical Center, Court of Bibb County, Georgia, No. 88945, (2019 to Present, Defense)
35. Eisenberg Law Office, San Francisco, California: Mary Ayers v. Kaiser Foundation Health Plan Inc., Kaiser Foundation Hospitals, The Permanente Medical Group Inc., Leslie Aiken, MD, Meaghan Lynch, MD, Jacqueline Poggi, MD, Arbitration Order, OIA No. 14716 (2019, Plaintiff), Deposition September 9, 2019, Boston, Massachusetts, Arbitration Testimony October 1, 2019-October 2, 2019, San Francisco, California, Arbitration Testimony, December 10, 2019, San Francisco, California
36. Michael J. Henry, Attorney at Law, PC, Fort Worth, Texas: Ben and Hayley Stapp v. Texas Health Harris Methodist Hospital Cleburne, Fort Worth Midwives LLC, Fort Worth Birthing and Wellness Center PLLC, Hope Hunt, CNM, Lissa Goble, CNM, Cleburne Obstetrics and Gynecological Associates, and Steven Farzam, MD, District Court Tarrant County, No. 236-291631-17 (2019 to Present, Plaintiff)
37. Thomas E. Crenney & Associates LLC, Sewickley, Pennsylvania: Ann Cardenas and as Executrix of the Estate of Florencio P. Cardenas v. Uniontown Hospital, Nurse Karen A. Minick a/k/a Karen A. McCarthy, Court of Common Pleas, Fayette County, Pennsylvania, No. 1431 of 2018 GD (2019 to Present, Plaintiff)
38. Richard A. Harpootlian, PC, Columbia, South Carolina: Adair Boroughs as Guardian Ad Litem for Roosevelt Deangelo Dunlap, Jr. v. Correct Care Solutions LLC, Lawrence Reccoppa, MD, Reuben Thaker, MD, Robin Richburg, Melisa Washechek and Richland County South Carolina; District Court of South Carolina, Beaufort Division, No. 9:18-cv-365-DCC-BM (2019 to Present, Plaintiff)
39. Claggett & Sykes Law Firm, Las Vegas, Nevada: Elisa Sales and Edgar Sales v. Summerlin Hospital and Medical Center LLC, Jan Sayoc, RN, Bozidar Knezevic, RN, Daejoon Anh, MD d/b/a Daejoon Anh PC: Health Care Partners, Barney Joseph Nemiroff, MD d/b/a Barney Nemiroff, MD, PLLC; Nevada Anesthesia Partners LLP, DOES 1 through X inclusive and ROE Corporation I through X inclusive; District Court, Clark County, Nevada, No. pending (2019, Plaintiff), Deposition April 29, 2019, Las Vegas, Nevada, Deposition August 27, 2019, Manchester, New Hampshire, Trial Testimony October 15, 2019, Las Vegas, Nevada.
40. Polsinelli, Kansas City, Missouri: Katherine O'Haver v. Anesthesia Associates of Kansas City, PC, Jason Bible, DO, Charles Herring CRNA, Centerpoint Orthopedics LLC, Gregory Ballard, MD, Centerpoint Medical Center of Independence, LLC, 3M Company, and Arizant Healthcare Inc., Circuit Court of Jackson County, Independence, Missouri, No. 1816-CV30710 (2019 to Present, Plaintiff)
41. Martin & Jones PLLC, Raleigh, North Carolina: Naiyana Elizabeth Pendergrass a minor by an through her Guardian ad litem, LG (Nick) Gordon, Kevin Eugene Pendergrass and Lakisha Renee Kirkland v. Derek Adam Williams, North Carolina Baptist Hospital, Wake Forest University Baptist Medical Center, Wake Forest University Health Sciences, General Court of Justice Superior Court Division, County of Forsyth, North Carolina, No. 17 CVS 2163 (2019 to Present, Plaintiff)
42. Cline, Farrell, Christie & Lee PC, Indianapolis, Indiana: Rebecca Trosper v. Ronald G. Kearschner, MD, Phoenix Emergency Services of Madison, LLC, Mark Totten, MD, and The Bethany Circle of Kings' Daughters' of Madison, Indiana, Inc. d/b/a King's Daughters' Hospital and Health Services, Jefferson Circuit Court, Jefferson County, Indiana,

No.39C01-1409-CT-702 (2018-2019test, Plaintiff), Deposition September 16, 2019, Indianapolis, Indiana.

43. Bordas and Bordas, PLLC, Wheeling, West Virginia: Stephanie Mills v. David Ghaphery, MD, AD Ghaphery Professional Association, and Wheeling Hospital, Inc., Circuit Court of Ohio County, West Virginia, No. B-C-338 (2018 to Present, Plaintiff)
44. Weinberg, Wheeler, Hudgins, Gunn & Dial PC, Miami Florida: Sally Simon as personal representative of Salette Ruiz v. Timothy G. Murray, MD, Murray Ocular Oncology & Retina, Inc., Ziad Khatib, MD, Miami Pediatric Hematology Oncology Associates a division of Kidz Medical Services Inc., Variety Children's Hospital d/b/a Nicklaus Children's Hospital f/k/a Miami Children's Hospital, Circuit Court, Eleventh Judicial Circuit, Miami-Dade County, Florida, No. 2018-000373-CA-01 (2018 to Present, Plaintiff)
45. Weinberg, Wheeler, Hudgins, Gunn & Dial PC, Miami, Florida: Sarah Hancock as personal representative of the estate of Damian Michael Creed v. Timothy Murray, MD, Murray Ocular Oncology & Retina Inc., Ziad Khatib, MD, Miami Pediatric Hematology Oncology Associates, a division of Kidz Medical Services Inc., Variety Children's Hospital d/b/a Nicklaus Children's Hospital f/k/a Miami Children's Hospital, Circuit Court, Eleventh Judicial Circuit, Miami-Dade County, Florida, No. 2018-000369-CA-01 (2018 to Present, Plaintiff)
46. Dickie, McCamey & Chilcote, PC, Pittsburgh, Pennsylvania: Courtney Anne Reynolds and Zachary Reynolds v. UPMC Mercy, University of Pittsburgh Physicians d/b/a UPMC Greater Pittsburgh OBGYN, Phoebe Laurel Lehr, CNM, and David M. Badway, MD, Court of Common Pleas, Allegheny County, Pennsylvania, No. GD-16-001124 (2018, Defense)
47. Newkirk Zwagerman, Des Moines, Iowa: Mark Irland, MD v. Marengo Memorial Hospital d/b/a Compass Memorial Healthcare; Compass Memorial Healthcare Board of Trustees; City of Marengo, Iowa, Barry Goettsch in his individual and corporate capacities, Greg Neyman, MD, Ben Miller, MD, Natasha Hauschild, Iowa District Court in and for Iowa County, No. LACV 2024130 (2018 to Present, Plaintiff), Deposition: May 22, 2019.
48. Cole, Scott, & Kissane, PA, Orlando, Florida: Selma Robinson v. Rockledge HMA, LLC d/b/a Wuesthoff Medical Center, Rockledge, Rockledge HMA Medical Group, LLC d/b/a Surgical Associates of Brevard, Howard D. Dobson, MD, and Rex Gomez, MD, Circuit Court of the 18<sup>th</sup> Judicial Circuit in and for Brevard County, Florida, No. 68216893 (2018 to Present, Defense).
49. Constangy, Brooks, Smith, and Prophete LLP, Tampa, Florida: Donia Goines v. Lee Memorial Health System d/b/a Cape Coral Hospital and Jeovanni Hechavarría, RN, United States District Court, Middle District of Florida, Ft. Meyers Division, No. 2:17-CV-00656-JES-CM (2018 to Present, Defense)
50. Cole, Scott, & Kissane, PA, Orlando, Florida: Lauren Hernandez and Hiram Hernandez v. Mirand Reeb Sharma, MD, Joseph Califano II, PA-C, Emergency Physician Specialists Inc., Kashan Khan, MD, Chamber of Medicine PA, Sumalatha Gangina, MD, Kimberly Hinton, ARNP, Suma and Durga, PA, Marwan Zheiman, MD, Neurology, Pain and Headache of Central Florida, LLC d/b/a Heart of Florida Regional Medical Center, Circuit Court of the 10<sup>th</sup> Judicial District, Polk County, Florida, No. 2017CA-003559-0000-00 (2018-2019, Defense).
51. Pfaff, Gill & Ports, LTD, Chicago, Illinois: Heidi Edwards v. Pekin Memorial Hospital, d/b/a Pekin Hospital, Pekin ProHealth, Inc., Amy McQuitty, Brian Heywood, MD, Mid Illini Surgical Associates, SC, Circuit Court of the Tenth Judicial Circuit, Tazewell County, Illinois, No. 16-L-76 (2018-2019, Plaintiff), Deposition: September 17, 2018.
52. Behr, McCarter & Potter, LLC, St. Louis, Missouri: Madeline Williamson, independent administrator of the estate of Lowell Williamson v. Marion Hospital Corporation d/b/a Heartland Regional Medical Center, Mary J. Bigongiari, CRNA, Danuta Gwarnicka, MD and Anesthesia Associates of Southern Illinois LLC, d/b/a Dr. Roodman and Associates, LLC,

Circuit Court of the 1<sup>st</sup> Judicial Circuit Williamson County, Marion, Illinois, No. 14L86 (2018 to Present, Defense)

53. Marshall, Dennehey, Warner, Coleman, & Goggin, Pittsburgh, Pennsylvania: Kaylee Sterner and John Sterner v. Michael D. Felix, MD, Surgical Associates of Sewickley, Farooq Moonda, MD, Brett K. Anderson, MD, Joseph Casario, DO, Linda K. Jones, CRNA, North Star Anesthesia-Sewickley, North Star Anesthesia of Pennsylvania, LLC, Heritage Valley Sewickley, and Heritage Valley Health System, Inc. Court of Common Pleas of Allegheny County, Pennsylvania Civil Division, No. GD-15-3534 (2018 to Present, Defense)
54. Searcy, Denney, Scarola, Barnhart, & Shipley, PC, West Palm Beach, Florida: Edmundo Perez on behalf of the estate of Ashley Perez v. Wellington Regional Medical Center, Inc., James Justin Goad, MD, Palm Beach General Surgery d/b/a The Center for Advanced Surgical Care-St. Mary's Medical Center, Inc., William Jeffrey Davis, DO, Palm Beach Trauma Associates, Robert Borego, MD, PA, Ahmed El-Haddad, MD, PA, Dimiter B. Hristov, MD, PA, and Raymond Henderson, Sr., MD, PA, The Fifteenth Judicial Circuit Court, Palm Beach County, Florida, No. 502015CA002369AN (2018, Plaintiff)
55. Verrill Dana LLP, Portland, Maine: William F. Gallagher, MD v. Penobscot Community Healthcare, Robert P. Allen, MD, Noah, Nesin, MD, Terry White, Lori Dwyer, State of Maine Penobscot Superior Court, No. CV-16-54 (2018 to Present, Defense)
56. Vigil Law Firm PC, Albuquerque, New Mexico: Adam Chavez representing the estate of Crystal Duran-Chavez, Toby Chavez, Isabel Chavez, and Silas Chavez v. Lovelace Health System, Inc.dba Lovelace Women's Hospital, Albuquerque Health Partners LLC, Rebecca Coalson, MD, Finley Shane Beckham, CRNA, Swift Anesthesia Solutions, PC, Swift Anesthesia Services, PC, Zia Ambulatory Anesthesia, LLC, and Anesthesia Specialists of Albuquerque, State of New Mexico, County of Bernalillo, Second Judicial District Court: No. D-202-CV-2016-00505 (2018 to 2019, Plaintiff): Deposition October 17, 2018.
57. McDonnell and Associates PC, King of Prussia, Pennsylvania: Wal-Mart Stores, Inc. v. Bayhealth, Inc., Superior Court of the State of Delaware: No. N13C-10-341JRJ (2018, Plaintiff), Deposition: August 15, 2018.
58. The Curran Firm PC, Media, Pennsylvania: Dana and Brad Smith v. Christopher Lobo, MD, Riddle Healthcare Associates, Riddle OBGYN Associates, and Main Line Health, Court of Common Pleas, Delaware County, Pennsylvania: No. 2016-005797, (2018-2019, Plaintiff), Testimony, Delaware County Court of Common Pleas, Media, Pennsylvania, January 8, 2019.
59. Vigil Law Firm PC, Albuquerque, New Mexico: Moises and Martha Salas v. Christus Health and SVH Support Co d/b/a Christus St. Vincent Regional Medical Center, St. Vincent Hospital, and Christus St. Vincent Surgical Associates and Santa Fe Surgical Associates, Fourth Judicial District Court, County of San Miguel, New Mexico: No. D-042-CV-2012-349 (2018 to 2019, Plaintiff), Deposition: October 19, 2018.
60. Holden and Armer, PC, Phoenix, Arizona: Michelle Crouch v. Warner Park Surgery Center et al., Maricopa County Superior Court, Arizona: No. CV2016002992 (2017 to present, Defense)
61. Schochor, Federico & Staton, PC, Baltimore, Maryland: Jane Monique Russell, Jasmine Riggins, Elsa Powell, and Desire Evans v. Educational Commission for Foreign Medical Graduates (ECFMG), Baltimore, Maryland, The Circuit Court for Prince George's County, Maryland, (2017 to present, Plaintiff)
62. Spicer and Chambers PA, Palm Beach Gardens, Florida: Robert Wacks, MD v. Good Samaritan Medical Center, (2017, Defense). Testimony Fair Hearing December 4, 2017.
63. Brooks, Wilkins, Sharkey & Turco, PLLC, Birmingham, Michigan: Holly S. Gilmer, MD v. Beaumont Health, William Beaumont Hospital and Leslie L. Rocher. No. 16-015640 CD, (2017 to 2018, Defense)

64. Cull & Cull PC, Southfield, Michigan: Estate of Danielle Breen, deceased by her personal Representative Richard Breen v. St. John's River District et.al., (2017-2019, Plaintiff)
65. Tomasik, Kotin, Kasserman Trial Lawyers, Chicago, Illinois: John Doe v. Northwestern Memorial Hospital. No. 2017N-0023, (2017-2019, Defense)
66. Law Offices of Michael Danoff & Associates, Albuquerque, New Mexico: Allen R. Gelinias and Claude Gelinias as Co-Personal Representatives of the Estate of Theresa Gelinias v. Lovelace Health System, Inc. et al. No D-202-CV-2017-05010, County of Bernalillo Second Judicial District Court, (2017 to Present, Plaintiff), Deposition: November 7, 2018.
67. Claggett & Sykes Law Firm, Las Vegas, Nevada: Jaime and Alvin Tam v. Summerlin Hospital Medical Center, Diva Seddick, MD, Jonathan Camp, MD, Shadow Emergency Physicians PLLC, Children's Bone & Spine Surgery, LLP , No. District Court Clark County, Las Vegas, Nevada, (2017 to Present, Plaintiff)
68. Scheer Law Firm LLP, Seattle, Washington: Josette Taylor v. Scott Bildsten, DO, John C. Hedges, MD, Kitsap Urology Associates PC, and Intuitive Surgical Inc., No. 09-2-03136-5, Superior Court of the State of Washington for Kitsap County, Tacoma, Washington, (2017, Defense)
69. Strassburger, McKenna, Gutnick & Gefsky, Pittsburgh, Pennsylvania: Bou Samra v. Excela Health et al. and Morcos v. Excela Health et al., Superior Court of Pennsylvania, Allegheny County, Pennsylvania, (2017 to Present, Defense)
70. Bordas and Bordas, PLLC, Wheeling, West Virginia: Katherine Munsey and Gavin Munsey v. Robert Shalowitz, MD, Reynolds Memorial Hospital Inc., and Ohio Valley Medical Center, Inc., No. 15-C-236, Circuit Court of Ohio County, West Virginia, (2017-2018, Plaintiff), Deposition: November 14, 2017.
71. Norman, Hanson & DeTroy, Portland, Maine: Jeffrey Thurlow, MD v. York Hospital, No. 2:16-cv-00179-NT, United States District Court, District of Maine, (2017, Plaintiff)
72. Henderson, Henderson, & Staples, Huntington, West Virginia: Michael Craighead as Administrator of Jeanette Craighead, Deceased v. David Eells, MD, No. 15C-132, Circuit Court of McDowell County, West Virginia, (2017-2019, Plaintiff)
73. Anderson, Razor, and Partners, LLP, Chicago, Illinois: Bruce Merritt and Patricia Merritt v. Alexian Brothers Health System, Alexian Brothers Medical Center, Chicago Cardiology Institute, SC, Parag Doshi, MD, Skypoint Medical Center SC, Sameer Naseeruddin, MD, Orchard Grove Urology LTD. d/b/a Woodfield Urology, Randall F. Randazzo, MD, Inpatient Consultants of Illinois, PC, Dapeng Wei, MD, Nephrology Associates of Northern Illinois, LTD, Lisa Pillsbury, MD, No.12N-0149, Circuit Court of Cook County Illinois, Chicago, Illinois, (2017 to Present-Defense)
74. Burke, Schultz, Harman, & Jenkinson, Martinsburg, West Virginia: Expert consultation re potential case (2017 to Present-Plaintiff)
75. Daniel, Pleasant, Holoman, LLP, Wrightsville Beach, North Carolina: Thomas Covington, Sr. v. Columbus Regional Healthcare System, Jaime Ivan Quinones, MD, Tammy Marie Reed, DO, Justin Garzone, DO, Donald J. Solomon, MD, No. 16 CVS 1001, Superior Court Division, County of Columbus, State of North Carolina, (2017 to Present-Plaintiff)
76. Hall Law, St. Cloud, Minnesota: TB and HA v. Baldwin Area Medical Center, No. 30107, (2017 to Present-Plaintiff)
77. Meyer, Suozzi, English & Klein, PC, Garden City, New York: Mark A. Raifman, M.D. v. Nassau Health Care Corporation dba NuHealth ["NHCC"], Index No. 602602/15, Supreme Court of the State of New York, County of Nassau, (2017 to Present-Plaintiff)
78. Rodey, Dickason, Sloan, Akin, & Robb PA, Albuquerque, New Mexico: Grant Pierce v. Rehabilitation Hospital of Southern New Mexico and Ernest Health, Inc., (2017 to Present-Defense)

79. Beytin, McLaughlin, McLaughlin, O'Hara, Bocchino & Bolin, PC, Maitland, Florida: Proitte v. Florida Endoscopy, No. 16-CA-000515 (2017-Defense)
80. Crowley Fleck Attorneys, Bozeman, Montana: Nikolas Schweitzer v. Benefis Hospitals Inc. et al, No. DDV-15-865 (2017 to Present-Defense)
81. Bair Hilty PC, Houston, Texas: Jose Rodriguez/Andrea Rodriguez v. Erik Sloman-Moll, MD and Doctor's Hospital of Laredo, No. 2016 CVT002738D3 (2017 to 2018-Plaintiff), Videotape Deposition for Settlement Brochure, Boston, Massachusetts, October 5, 2017. Deposition, October 18, 2018..
82. Michelle Crouch v. John David Brown, DPM, J. David Brown, DPM, Warner Park Surgery Center, and Black and White Corporations, No. CV2016-002992 (2017 to Present-Defense)
83. Bordas and Bordas, PLLC, Wheeling, West Virginia: Cortney Taylor and Calista Kajburton Taylor v. Mark Perni, DO, Jennifer Angelli, Camden-Clark Memorial Hospital Corporation, BestPractices of West Virginia, BestPractices, Inc., No. 14-C-2497 (2016 to Present-Plaintiff), Deposition, May 7, 2018.
84. Ronald J. Palagi Law Firm, Omaha, Nebraska: Tim Goldhammer for William Goldhammer (deceased) v. Saint Elizabeth Regional Medical Center and Lincoln Anesthesiology Group PC, No. CI14 3428 (2016 to Present-Plaintiff)-Deposition, January 11, 2017
85. Robinson Law Firm, Springdale, Arkansas: Tonya Potthast for Jayson Lee Potthast (deceased) v. Fort Smith, HMA et al, No. CV-15-917 (2016 to Present-Plaintiff)-Deposition, December 28, 2016
86. Vigil Law Firm PC, Albuquerque, New Mexico: Susan Granger-Lewis v. Lovelace Health System, Inc. et al, No. D-1314-CV-2013-01183 (2016 to 2019-Plaintiff)-Deposition, March 13, 2018.
87. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Scanlon and Scanlon v. Vision Imaging of Kingston, Pennsylvania and Premier Radiology Associates, No. 16-5874 (2016-2017,Plaintiff)
88. Bordas and Bordas, PLLC, Wheeling, West Virginia: Estate of Aspen Smith v. Carolyn Clark, MD and Cabell Huntington Hospital, Inc., No. 15-C-312 (2016 to Present-Plaintiff)
89. US Department of Justice, Denver, Colorado: Shambaugh v. US, No. 2015-CV-2438 (2016-Defense)
90. Hall Law, St. Cloud, Minnesota: TB and HA v. Baldwin Area Medical Center, Inc. et al, No. 13-CV-582 (2016 to Present-Plaintiff)
91. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Richard and Joseph Caccavale v. Geisinger Community Medical Center, No. 3122 (2016-2017, Plaintiff)
92. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Donna and Gerard Conway v. Geisinger Community Medical Center, Geisinger Clinic, Regional Hospital of Scranton et al., No. 2743 (2016-2017-Plaintiff)
93. Blank Rome, LLP, Wilmington, Delaware: Lorri and Gregory Buchman v. Jason B. Swafford and Wal-Mart Stores, Inc., No. N13C-10-341-JRJ (2016-Defense)
94. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Joyce L. Burgess v. Douglas Trostle, MD, David Bertsch, MD, Robert D. Fanelli, MD, Robert Packer Hospital, Guthrie Clinic, LTD, No. 2016MM0001 (2016-2017,-Plaintiff)
95. Ball Law Group, Chicago, Illinois: Rebecca/Drew Kerrins v. Palos Community Hospital, Thomas Myers, MD, and Renaissance Medical Group SC, No. 14L4914 (2016 to 2017-Plaintiff)-Deposition, June 21, 2016

96. Munson, Rowlett, Moore & Boone Law, Little Rock, Arkansas: Arshad Yousuf, MD v. George Cohlma, MD and Cardiovascular Surgical Specialists Corporation, No. CJ-2004-07093 (2016-2017-Defense)
97. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Michael Snyder v. Geisinger Shamokin Community Hospital, No.CV-14-923 (2016-2017, Plaintiff)
98. Fellerman & Ciarimboli Law PC, Kingston, Pennsylvania: Marcelline Davis and Noel Davis v. Geisinger Wyoming Valley Medical Center, No. 6674 of 2014 (2016-2017, Plaintiff)
99. Crowley Fleck Attorneys, Bozeman, Montana: Desiree Bell v. Benefits Hospitals Inc. et al, No. BDV-14-5/7 (2016-Defense)
100. Fulkerson, Kinkel & Marrs PLLC, Lexington, Kentucky: Robyn Bentley v. Highlands Hospital Corporation, Civil Action No. 7:15-cv-97-ART (2016-2017-Defense)-Deposition, June 16, 2016, Testimony, October 3, 2016 (Successful Defense of Daubert Motion)
101. Cozen O'Connor Law Firm, Seattle, Washington: Joel Kelly v. County of Snohomish, King County Cause No. 14-2-33710-8 SEA (2016 to Present-Defense). Deposition, September 23, 2016. Testimony February 2, 2017.
102. Claggett & Sykes Law Firm, Las Vegas, Nevada: Polk v. Sunrise Hospital and Medical Center, Case No. A-14-709382-C (2016-Plaintiff)-Deposition, May 5, 2016.
103. Scanlon & Wojton, LLC, Pittsburgh, Pennsylvania: Tory Lin Miller v. Jory D. Richman, MD, University of Pittsburgh Physicians, UPMC, UPMC Mercy Hospital, Howmedica Osteonics Corp., t/b/d/a Stryker Orthopaedics, Stryker Sales Corporation, and Stryker Corporation, Civil Action File No. GD-15-013485 (2015 to 2018-Plaintiff)
104. Garland, Samuel & Loeb, PC, Atlanta, Georgia: Lorraine Thomas v. Clifford N. Grossman, MD, Diagnostic Imaging Specialists, PA, Robin P. Lowman, MD, ACS Primary Care Physicians-Southeast, PC and Tenet Health System GB Inc. d/b/a Atlanta Medical Center; Civil Action File No. 2014CV246046 (2015 to Present-Plaintiff)-Deposition October 25, 2018.
105. Thorn, Gershon, Tymann & Bonanni, Albany, New York: Ofosu v. Ellis Hospital et al. (2015, Defense).
106. Upton & Hatfield, LLP, Concord, New Hampshire: McAlister v. Elliot Hospital (2015 to 2016-Plaintiff), Deposition January 4, 2016.
107. The Branch Law Firm, Albuquerque, New Mexico: Begay v. Indian Health Service (C358-JB/SCY) and Begay v. Medicus Healthcare Solutions, LLC (1-15-cv-500) (2015 to 2018-Plaintiff)-Deposition, October 18, 2017.
108. Armstrong Teasdale, LLP, St. Louis, Missouri and Ryan, Ryan, Deluca, LLP, Stamford, Connecticut: Doe, John v. St. Vincent Medical Center (FBT-CV-15-6047958-S) (2015 to 2017-Defense)
109. Munley, Munley & Carpenter, Scranton, Pennsylvania: Hill v. Schuylkill Medical Center et al (2015 to Present, Plaintiff)
110. Mike Morse Law Firm, PC, Southfield, Michigan: Harris v. Garden City Hospital (2015, Plaintiff)
111. Woods Law KC, LLC, Lee Summit, Missouri: Hartnett v. Metro Area Physicians of Kansas City (2015, Plaintiff).
112. Whyte, Hirschboek, Dudek, PC, Chicago, Illinois: Yelena Levitin v. Northwest Community Hospital et al, (2015-2016, Defense). Deposition, October, 2015.
113. Keating, Jones & Hughes, PC, Portland, Oregon: Leann Erikson v. Mid-Columbia Medical Center, The Dalles, Oregon (2015, Defense). Testimony, April 8, 2015.

114. Martin Wren, PC, Charlottesville, Virginia : Susan Hale McKibbon v. Douglas William McKibbon, Circuit Court of Abemarle County, Virginia, Case No.CL08-2107 (2015-2017, Defense).
115. BThomson, Rhodes & Crowie, PC, Pittsburgh, Pennsylvania: Class Action v. Excela Health, Greensburg, Pennsylvania (2014 to Present, Defense)-Testimony March 14, 2017.
116. Grower, Ketcham, Rutherford, Bronson, Eide, and Telan, PA, Orlando, Florida: Margaret Peasah and Seth Peasah on behalf of Leticia Peasah V. Adventist Healthcare System-Florida Hospital, Orlando, Florida and Lawrence A. Decker, DO (2013 to 2018, Defense). Deposition, June 30, 2015.
117. Keating, Jones & Hughes, PC, Portland, Oregon: Gmeinder V. Mid-Columbia Medical Center, The Dalles, Oregon (2013, Defense).
118. Gideon, Cooper, & Essary, PLC, Nashville, Tennessee and Patrick Moore, Esq., Irvine, California: Regional Medical Center San Jose, California V. Dr. James Weidner (2012 to 2013, Plaintiff). Testimony October 21, 2013.
119. Andy Forsythe, Esq., Moulton, Bellingham PC, Billings, Montana: Dr. Rauh V. Holy Rosary Healthcare, Miles City, Montana, (2012, Defense).
120. TL Trimble, Esq., VP Legal Services, Adventist Health System, Winter Park, Florida, Theresa Hoban, Esq, Regional Chief Legal Officer, East Florida Region, Adventist Health System, and William Morgan, Esq., Director of Claims, Adventist Health System, Winter Park, Florida: Bert M. Morrow, MD, Gregg A. Parr, MD, and J. Christian Guido, MD V. Memorial Health System, Inc., Florida Hospital Memorial Center (2010, Defense).
121. Weinberg, Wheeler, Hugkins, Gunn & Dial, LLC, Atlanta, Georgia: Clarence Minter, Jr (Ruth Annette Minter) V. Najam Azmat, MD (Gregory Uhl, MD, Medical Director, Santilla Health Services, Waycross, Georgia (2010, Defense).

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## **PRESENTATIONS AND CONSULTING ENGAGEMENTS (2012-2020)**

1. The Leadership Development Group, New York City, New York: Tower Health Leadership Development Conference: "Managing Physician Performance," 11/18/20.
2. American College of Healthcare Executives Senior Executive and Executive Programs, Orlando, Florida: "Best Practices in Physician Engagement," 10/19/20.
3. ACHE Cluster Program, Savannah, Georgia: "Optimizing Ambulatory Management for the 21<sup>st</sup> Century," 10/7-8/20.
4. ACHE Cluster Program, Savannah, Georgia: "Integrating Quality and Cost in a Pay for Value Era," 10/5-6/20.
5. American Association for Physician Leadership: Arkansas Children's Hospital, Little Rock, Arkansas: "Engaging Physicians for Results," 10/2/20.
6. ACHE Cluster Program, Honolulu, Hawaii: "Leading in a Changing Environment-Population Health," 9/23-24/20.
7. ACHE Cluster Program, Washington DC: "Optimizing Ambulatory Management for the 21<sup>st</sup> Century," 8/26-27/20.
8. ACHE Cluster Program, Washington DC: "Leading in a Changing Environment-Population Health," 8/24-25/20.
9. Texas Hospital Association, Austin, Texas: Leadership Conference, 6/5/20.
10. ACHE Cluster Program, Cape Cod, Massachusetts: "Integrating Quality and Cost in a Pay for Value Era," 6/1-2/20.

11. Maryland Association Medical Staff Services, Baltimore, Maryland: Leadership Conference, 5/15/20-5/16/20.
12. Providence Healthcare System, Seattle, Washington: "How Physicians and Medical Staffs can Succeed in Healthcare Transformation," 5/6/20.
13. Washington Association Medical Staff Services, Union, Washington: "How to Align Physician Performance with the Healthcare Organization," and "What Top Performing Medical Staffs Do and Don't Do," 4/22/20-4/23/20.
14. Providence Health Care System, Renton, Washington: Leadership Conference, 5/6/20.
15. Washington Association of Medical Staff Services, Union, Washington: "How to Align Physician Performance with that of your Healthcare Organization," and "What Top Performing Medical Staffs Do and Don't Do," 4/22-23/20.
16. Integris Healthcare, Oklahoma City, Oklahoma: Leadership Conference, 4/10/20-4/11/20.
17. Valley Medical Center, Renton, Washington: Population Health Strategic and Operational Assessment Retreat, 3/31/20.
18. American Association for Physician Leadership and Fisher Titus Medical Center, Norwalk, Ohio: "The Mandate for Physician Leadership in Healthcare Transformation," 3/28/20.
19. ACHE Congress, Chicago, Illinois: Health Administration Press Talks: "The Digitization, Standardization, Commoditization, and Globalization of the Healthcare Industry," 3/24/20.
20. ACHE Congress, Chicago, Illinois: "How to Operationalize and Contract for Population Health," 3/24/20.
21. ACHE Congress, Chicago, Illinois: "Optimizing Ambulatory Management for the 21<sup>st</sup> Century," 3/23/20.
22. American Association for Physician Leadership: The University of Maryland Medical System, Linthicum, Maryland: "The Mandate for Physician Leadership in Healthcare Transformation," 3/12/20.
23. ThedaCare Healthcare System and ThedaCare Regional Medical Center, Appleton, Wisconsin: Comprehensive Medical Staff Assessment (3/8/20-3/9/20)
24. Valley Medical Center, Renton, Washington: Population Health Strategic and Operational Assessment, 3/5/20-3/6/20.
25. American Association for Physician Leadership, Tampa, Florida: "The CMO Academy," 3/2-3/20
26. Maury Regional Health, Columbia, Tennessee: "How we can Succeed in Healthcare Transformation," 2/28/20
27. Baptist Health Medical Center-Little Rock, Little Rock, Arkansas: "How we can Succeed in Healthcare Transformation," 2/21/20
28. ACHE Cluster Program, Scottsdale, Arizona: "Optimizing Ambulatory Management for the 21<sup>st</sup> Century," 2/12-13-20.
29. American Association for Physician Leadership Winter Institute, St. Petersburg, Florida: "The CMO Academy," 1/30/20-2/1/20.
30. Musculoskeletal Associates, Albany, Georgia: "How Orthopedists can Succeed in Healthcare Transformation," 1/24/20.
31. American Association for Physician Leadership and the Society of Nuclear Medicine and Molecular Imaging, Inc, Tampa, Florida: "Future Leaders Academy," 1/23/20.
32. ACHE Cluster Program, Beaver Creek, Colorado: "Integrating Quality and Cost in a Pay for Value Era," 1/8-9/20.

33. ACHE Cluster Program, Orlando, Florida: "Optimizing Clinical and Business Outcomes through Physician-Executive Collaboration," 12/11-12/19.
34. ACHE Cluster Program, Orlando, Florida: "Optimizing Ambulatory Management for the 21<sup>st</sup> Century," 12/9-10/19.
35. The Leadership Development Group, New York City, New York: Tower Health Leadership Development Conference: "Managing Physician Performance," 11/20/19
36. American Association for Physician Leadership Fall Institute, Scottsdale, Arizona: "Advanced Medical Staff Leadership Course," 11/4-5/19
37. American Association for Physician Leadership Fall Institute, Scottsdale, Arizona: "Optimizing Clinical and Business Outcomes through Physician-C-Suite Collaboration," 11/2-3/19.
38. American College of Healthcare Executives Senior Executive and Executive Programs, Orlando, Florida: "Best Practices in Physician Engagement," 10/28/19.
39. Integris Healthcare, Oklahoma City, Oklahoma: "How we can Succeed in Healthcare Transformation," "Moving Peer Review from Quality Assurance to Performance Improvement and How to Manage Behavioral Challenges and other Potential Impairments," 10/25-26/19.
40. National Association Medical Staff Services National Educational Conference and Exhibition, Philadelphia, Pennsylvania: "Financial Boot Camp for Medical Staff Services Professionals," and "Managing Ambulatory Healthcare," 10/23/19.
41. Vizient Healthcare, Phoenix, Arizona: Keynote Address: "How we can Succeed in Healthcare Transformation," 10/18/19.
42. ACHE Cluster Program, Las Vegas, Nevada: "Leading in a Changing Environment- Population Health," 10/16-17/19.
43. Metro Health, Wyoming, Michigan: Keynote Address: "How Metro Health can Succeed in Healthcare Transformation: An External Analysis and Strategic Facilitation" and "Best Practices for Innovative 21<sup>st</sup> Century Governance and SWOT Analysis," 10/12/19.
44. Sky Lakes Medical Center, Klamath Falls, Oregon: Medical Staff Assessment, 10/7-8/19.
45. ACHE CEO Circle Forum, Coral Gables, Florida: "Integrating Quality and Cost in a Pay for Value Era," 10/3-4/19.
46. Natchitoches Regional Medical Center, Natchitoches, Louisiana: "How to Succeed in the 'Volume' to 'Value' Healthcare Revolution," 9/29/19.
47. Northside Hospital and Tampa Bay Heart Institute, St. Petersburg, Florida: Physician Leadership Conference, 9/28/19.
48. New Hampshire Association Medical Staff Services, Manchester, New Hampshire: "Redesign your Medical Staff for Healthcare Transformation" and "What every Medical Staff Services Professional needs to know about Telehealth and the Telehealth Revolution," 9/13/19.
49. Lakes General Regional Health System, Laconia, New Hampshire, External Peer Review Project 9/19.
50. ACHE Cluster Program, New York City, New York: "Monetizing Quality in a Pay for Value World," 7/29-30/19.
51. Texas Hospital Association Foundation, Austin, Texas: Healthcare Governance Conference, San Antonio, Texas: Conference Workshop: "The Evolving Role of the Physician in the 21<sup>st</sup> Century," 7/19/19.

52. Texas Hospital Association Foundation, Austin, Texas: Healthcare Governance Conference, San Antonio, Texas: Advanced Pre-Conference Workshop: "Contracting to Align Physicians with Management," 7/18/19.
53. Hackensack Meridian Health, Edison, New Jersey: Assessment of Peer Review Action, 6/19.
54. Alabama Academy of Family Medicine, Montgomery, Alabama: "The Evolving Role of the Physician in the 21<sup>st</sup> Century," and "How Physicians can Succeed in Healthcare Transformation," 6/22-23/19.
55. ACHE Cluster Program, San Juan, Puerto Rico: "Leading in a Changing Environment: Population Health," 6/19-20/19.
56. Excelsior Leadership Academy: Transformative Healthcare Executive Accelerated Leadership Program: "Leading in a Changing Environment-Population Health," King Fahad Medical City, Riyadh, Saudi Arabia, 6/16-17/19.
57. Roswell Park Cancer Institute, Buffalo, New York: Medical Staff and Board Leadership Conferences and Retreats pertaining to Medical Staff Orientation, Board Credentials and Performance Improvement Executive Committee Orientation, Governing Board Boot Camp, Credentials Committee Boot Camp, Medical Staff Executive Committee Boot Camp, Medical Staff Peer Review Committee Boot Camp, and Medical Staff Peer Review Committee consultation and refinement, 6/11-12/19.
58. Alabama Hospital Association, Destin, Florida: "Proven and Less Painful Ways for you to Lower your Operating Costs," 6/7/19.
59. American College of Healthcare Executives and the Mississippi Hospital Association, Point Clear, Alabama: "Leading in a Changing Environment-Population Health," 6/6/19.
60. Mat-Su Regional Medical Center, Palmer, Alaska: Grand rounds: "Optimizing Physician Wellness" and "Ethical Challenges for Healthcare Leaders-Case Studies and Lessons Learned", 5/16/19.
61. Washington Association Medical Staff Services Annual Conference, Kennewick, Washington: Keynote Address: "How to Prevent and Treat Medical Staff Services Professional Burnout" and Speaker's Panel, 4/25-26/19.
62. National Association Medical Staff Services, Washington, DC: National Webinar: "How we can Succeed in Healthcare Transformation," 4/24/19.
63. Bronx Care Health, Bronx, New York: "How to Operationalize and Contract for Population Health," 4/22/19.
64. ACHE Cluster Program, San Antonio, Texas: "Monetizing Quality in a Pay for Value Era," 4/15-16/19.
65. Saint Tammany Parish Hospital, Covington, Louisiana: Governance Retreat: "Keynote Address: How we can Succeed in Healthcare Transformation", 3/28/19.
66. ACHE Congress, Chicago, Illinois: "Five Proven Ways to Collaborate with your Physicians to Reduce Operating Costs," 3/6/19.
67. ACHE Congress, Chicago, Illinois: "How to Operationalize and Contract for Population Health," 3/5/19.
68. ACHE Congress, Chicago, Illinois: "Optimizing Ambulatory Healthcare Management," 3/5/19.
69. Chicago Health Executives Forum, Soldiers Field, Illinois: Keynote Address: "How we can Succeed in Healthcare Transformation," 2/12/19.
70. Kingman Regional Medical Center, Kingman, Arizona: Physician, Management, Board Leadership Conference, 2/8/19-2/9/19.

71. ACHE Cluster Program, Clearwater, Florida: "Leading in a Changing Environment-Population Health," 1/30-31/19.
72. ACHE: The Alabama Medical Association, Washington, DC: "The Mandate for Physician Leadership in Healthcare Transformation," 1/29/19.
73. American Association for Physician Leadership Winter Institute, St. Petersburg, Florida: "CMO Academy," 1/24/19-1/26/19.
74. Lake Regional Medical Center, Osage Beach, Missouri: Peer Review, OPPE, FPPE, Credentialing, Privileging Redesign Project, 1/14/19-1/18/19.
75. LSU Healthcare, Shreveport, Louisiana, Physician Leadership Conference: "How Physicians can Succeed in Healthcare Transformation," 1/12/19.
76. LSU Healthcare, Shreveport, Louisiana, Grand Rounds, "A Healthcare Vision for the 21<sup>st</sup> Century," 1/11/19.
77. Excelsior Leadership Academy: Transformative Healthcare Executive Accelerated Leadership Program: "Leading in a Changing Environment-Population Health," King Fahad Medical City, Riyadh, Saudi Arabia, 12/16-17/18.
78. ACHE Cluster Program, Orlando, Florida: "Monetizing Quality in a Pay for Value World," 12/12-13/18.
79. ACHE National Webinar: "Essential Operational Components for High Performing Healthcare Enterprises, Part 3," 12/10/18.
80. Oklahoma Hospital Association, Oklahoma City, Oklahoma: Keynote Address, 12/6/18.
81. Southcoast Health, New Bedford, Massachusetts: Keynote Address: "The Consumer Healthcare Revolution-Are you Ready?," 12/3/18.
82. ACHE National Webinar: "Essential Operational Components for High Performing Healthcare Enterprises, Part 2," 11/19/18.
83. Hillcrest Hospital, an affiliate of The Cleveland Clinic, Mayfield Heights, Ohio: Medical Staff Assessment, 11/15-16/18.
84. American College of Healthcare Executives Washington Chapter, Seattle, Washington: "Leading in a Changing Environment-Population Health," 11/9/18.
85. American College of Healthcare Executives Tennessee Chapter, Nashville, Tennessee: "Leading in a Changing Environment-Population Health," 11/2/18.
86. American College of Healthcare Executives Senior Executive and Executive Programs, Orlando, Florida: "Best Practices in Physician Engagement," 10/29/18.
87. American Association for Physician Leadership, Fall Institute, Scottsdale Arizona: "Advanced Medical Staff Leadership Course," 10/27-28/18.
88. Foundation for Healthy Communities, Concord, New Hampshire: "Managing Ambulatory Healthcare Providers in the 21<sup>st</sup> Century," Bretton Woods, New Hampshire, 10/21/18.
89. ACHE National Webinar: "Essential Operational Components for High Performing Healthcare Enterprises, Part 1," 10/16/18.
90. Kaweah Delta Healthcare District, Visalia, California: Physician Leadership Retreat, Monterey, California, 10/13/18.
91. St. Dominic Memorial Hospital, Jackson, Mississippi: Physician Leadership Retreat Keynote Address: "How to Optimize Clinical and Business Outcomes through Elimination of Non-Value-Added Variation", 10/12/18.
92. HCCA's Clinical Practice Compliance Conference, San Diego, California: "Monetizing Quality-How to Align Quality with Compensation Models and Payer Contracts," 10/8/18.

93. St. Peter's Health, Helena, Montana: Governing Board Retreat—"Leading in a Changing Environment-Population Health (Presentation and Facilitation)", 10/5/18.
94. ACHE Utah Chapter, Midway, Utah: "Leading in a Changing Environment-Population Health," 10/3/18.
95. MGMA Annual Conference, Boston, Massachusetts: Keynote: "Monetizing Quality with Strategic Plan Alignment," 10/2/18.
96. National Association Medical Staff Services National Educational Conference and Exhibition, Long Beach, California: "The Impact of Population Health on Credentialing and Privileging," and "How to Monetize Quality in a Pay for Value Era," 10/1/18.
97. New England Ophthalmological Society, Boston, Massachusetts: Guest of Honor and Keynote Speaker: "Best Practices in the Prevention and Treatment of Physician Behavioral Issues and Impairments and Ethical Dilemmas for Healthcare Leaders-Case Studies and Lessons Learned," 9/28/18.
98. ACHE Cluster Program, Vancouver, British Columbia: "Monetizing Quality in a Pay for Value World," 9/24-25/18.
99. Summit Healthcare, Show Low, Arizona: "Leading in a Changing Environment-Population Health," 9/21/18.
100. AAPL: Ochsner Health System, New Orleans, Louisiana: "Consumer Driven Healthcare-Are you ready?," 9/14/18.
101. ACHE: AZ Maria Middelares Group, New York City, New York: "Optimizing Clinical and Business Outcomes through Physician and Executive Collaboration," 9/12/18.
102. ACHE Cluster Program, Washington DC: "Leading in a Changing Environment-Population Health," 8/29-30/18.
103. ACHE Cluster Program, Washington DC: "Optimizing Clinical and Business Outcomes through Physician-Executive Collaboration," 8/27-28/18.
104. Heywood Healthcare, Gardner, Massachusetts: Medical Staff Bylaws Retreat, 8/24/18.
105. Heywood Healthcare, Gardner, Massachusetts: Medical Staff Bylaws Retreat, 7/24/18.
106. National Association Medical Staff Services, Washington DC: National Webinar "Redesign your Medical Staff for Healthcare Transformation," 7/25/18.
107. American Association for Physician Leadership Summer Institute, Chicago, Illinois: "The CMO Academy," 7/20-22/18.
108. Rural Quality Improvement Network, Whitefield, New Hampshire: Keynote: "Managing Ambulatory Healthcare", 7/17/18.
109. Heywood Healthcare, Gardner, Massachusetts: Medical Staff Bylaws Retreat, 7/13/18.
110. Franciscan Alliance, Franciscan Health Dyer/Hammond/Munster, Franciscan Health Michigan City, Franciscan Health Crown Point, Crown Point, Indiana: "How the Franciscan Alliance can Succeed in Healthcare Transformation," 6/20/18.
111. Franciscan Alliance, Franciscan Health Olympia Fields, Olympia Fields, Illinois: "How the Franciscan Alliance can Succeed in Healthcare Transformation," 6/19/18.
112. Alaska State Association of Medical Professionals, Anchorage, Alaska: Leadership Conference Keynote Presentation: "Redesign the Medical Staff for Healthcare Transformation," 6/15/18.
113. ACHE On Site Veterans Administration, Pittsburgh, Pennsylvania: "Leading in a Changing Environment-Population Health," 6/13/18.

114. Franciscan Alliance, Franciscan Health Lafayette, Lafayette, Indiana: "How the Franciscan Alliance can Succeed in Healthcare Transformation," 6/8/18.
115. Franciscan Alliance, Franciscan Health Indianapolis, Indianapolis, Indiana: "How the Franciscan Alliance can Succeed in Healthcare Transformation," 6/7/18.
116. ACHE Cluster Program, Santa Fe, New Mexico: "Redesign the Medical Staff for Healthcare Reform," 6/4-5/18.
117. Southern New Hampshire Medical Center, Nashua, New Hampshire: Medical Staff Peer Review Retreat, 6/1/18.
118. Vibra Healthcare, LLC, Mechanicsburg, Pennsylvania: System Bylaws and Rules/Regulations Review, 5/31/18.
119. National Association Medical Staff Services, Washington DC: National Webinar: "A New Kind of Medical Staff Services Professional in the 21<sup>st</sup> Century," 5/29/18.
120. Coordinated Care, Allentown, Pennsylvania: "Board Leadership Conference," 5/24/18.
121. ACHE Cluster Program, San Francisco, California: "Monetizing Quality in a Pay for Value World," 5/21-22/18.
122. ECG Management Consultants, Boston, Massachusetts: Consultation re Physician: Rutgers New Jersey Medical School, Newark, New Jersey, 5/18/18.
123. University of Maryland Medical Center, Linthicum Heights, Maryland: "The Mandate for Physician Leadership in Healthcare Transformation," 5/16/18.
124. American Society of Anesthesiologists Legislative Conference 2018: "The State of Healthcare and how Physicians can Lead Strategic Change," Washington, DC, 5/15/18.
125. Texas Hospital Association, Austin, Texas: Leadership Fellows Program-"Best Practices in Physician Engagement and Alignment," 5/11/18.
126. Lake Regional Health System, Osage Beach, Missouri: "What every Physician should know about Credentialing, Privileging, and Peer Review," 5/8/18.
127. TED X: Wolfboro, New Hampshire: "The Transformation of the Healthcare Industry," 5/3/18.
128. St. Luke's Health Care System, Duluth, Minnesota: Management Retreat: "Consumer Driven Healthcare-Are you ready?" and "Strategies for Rural Healthcare Organizations to Succeed," 4/30/18.
129. American Association for Physician Leadership Spring Institute, Boston, Massachusetts: "Advanced Medical Staff Leadership Course," 4/27-28/18.
130. New York State Association for Medical Staff Services, Albany, New York: Keynote Address: "Redesign the Medical Staff for Healthcare Transformation," 4/26/18.
131. Innova Healthcare, Fairfax Hospital, Falls Church, Virginia: "The Mandate for Physician Leadership in Healthcare Transformation," 4/23/18.
132. Washington Association of Medical Staff Services, Vancouver, Washington: "Telehealth-Credentialing, Privileging, and Quality Oversight Issues," "Redesigning the Medical Staff Model, and "Ambulatory Credentialing", 4/19-20/18.
133. Franciscan Alliance, Mishawaka, Indiana: Management Retreat: "How we can Succeed in Healthcare Transformation," 4/17/18.
134. Heywood Healthcare, Gardner, Massachusetts: Bylaws Assessment and Redesign, 4/9/18.

135. American College of Healthcare Executives 2018 Congress, Chicago, Illinois: “Five Proven Ways to Collaborate with your Physicians to Reduce Operating Costs,” and “How to Operationalize and Contract for Population Health,” 3/26-27/18.
136. Mat-Su Regional Medical Center, Palmer, Alaska: Grand rounds: “Common Legal Mistakes that Healthcare Leaders make and how to Avoid them”, 3/22/18.
137. Saint Luke’s Hospital, Kansas City, Missouri: Medical Staff Redesign Task Force Facilitation, 3/8/18.
138. Minnesota Hospital Association, St. Paul, Minnesota: Keynote Addresses: “Consumer Driven Healthcare-Are you ready?” and “Strategies for Rural Healthcare Organizations to Succeed,” 3/7/18.
139. Partners Health Plan of California, Fairfield, California: Keynote Address: “Population Health and How we can Succeed in Healthcare Transformation”, 2/28/18.
140. ACHE Cluster Program, Scottsdale, Arizona: “Leading in a Changing Environment-Population Health,” 2/14-15/18.
141. American Association for Physician Leadership: St. Peter’s Health Partners, Albany, New York: “The Impact of the Patient Experience on Quality, Safety, and Cost,” 2/10/18.
142. Missouri Hospital Association, Columbia, Missouri: “Redesign your Medical Staff for Healthcare Transformation,” 2/9/18.
143. South Carolina Hospital Association, Columbia, South Carolina: “Leading in a Changing Environment: Population Health,” 2/7/18.
144. Garrett County Memorial Hospital, Oakland, Maryland: Medical Staff Bylaws, Rules/Regulations, Code of Conduct Policy/Procedure Review, 2/18.
145. Central Montana Medical Center, Lewistown, Montana: Medical Staff Bylaws Review, 1/29/18.
146. SSM Healthcare, Oklahoma City, Oklahoma: National Physician Leadership Retreat, Keynote Address: “How to Operationalize and Contract for Population Health,” Santa Monica, California, 1/24/18.
147. Shriner’s Hospital for Children, Tampa, Florida, Governing Board and Executive Retreat, St. Petersburg, Florida, Keynote Address: “How we can Succeed in Healthcare Transformation,” 1/17/18.
148. Saint Luke’s Medical Center, Kansas City, Missouri, Task Force Facilitation, 1/15/18.
149. ACHE Cluster Program, Naples, Florida: “Redesign the Medical Staff for Healthcare Reform,” 1/8-9/18.
150. Leidos, Reston, Virginia: “A Healthcare Primer for Business Executives,” 12/12/17.
151. ACHE Cluster Program, Orlando, Florida: “Monetizing Quality in a Pay for Value World,” 12-4-5/17.
152. Billings Clinic, Billings, Montana: Affiliate Leadership and Trustee Conference, “The Future of Rural Health Care,” “Best Practices in Healthcare Governance” and “Strategic Planning for Rural Healthcare Facilities,” 11/9-10/17.
153. Bentley College, Waltham, Massachusetts: Visiting Lecture: “The Healthcare Consumer Revolution and its Impact on the Patient Experience,” 11/7/17.
154. American Association for Physician Leadership Fall Institute, Scottsdale, Arizona: “Advanced Medical Staff Leadership Course-How to Create a Top Performing Medical Staff for the 21<sup>st</sup> Century,” 11/4-5/17.
155. Oklahoma Hospital Association, Oklahoma City, Oklahoma: “How to Operationalize and Contract for Population Health,” 11/3/17.

156. ACHE Cluster Program, San Diego, California: "Leading in a Changing Environment-Population Health," 11/1-2/17.
157. National Association Medical Staff Services Educational Conference and Exhibition, Colorado Springs, Colorado: "How to Credential and Privilege in a Clinically Integrated Network (CIN)" and "The Impact of Population Health on Credentialing and Privileging," 10/23/17.
158. Baton Rouge General Medical Center, Baton Rouge, Louisiana: Orthopedic Co-Management Project, 10/17.
159. Connecticut Association of Medical Staff Services, Hartford, Connecticut, Full Day Leadership Conference, 10/20/17.
160. ACHE-West Virginia Chapter, "Redesign the Medical Staff for Healthcare Reform," 10/13/17.
161. MGMA Annual Conference, Anaheim, California, "Five Proven ways for Physicians to Reduce Operating Costs," 10/10/17.
162. Honor Health, Scottsdale, Arizona: Bylaws, Rules/Regulations, Policies/Procedures Review, 10/17.
163. Cerner Physician Community Meeting Keynote Address, Kansas City, Missouri: "Leading in a Changing Environment-Population Health," 10/8/17.
164. Massachusetts Association for Medical Staff Services, Worcester, Massachusetts: "How to Credential and Privilege in Clinically Integrated Networks" and "Consumer Driven Healthcare-Are you Ready?", 9/29/17.
165. ACHE Cluster Program, Seattle, Washington "Leading in a Changing Environment-Population Health," 9/25-26/17.
166. St. Luke's Health System, Kansas City, Missouri: "Corporate Presentation of Assessment Findings," 9/22/17.
167. Hamilton Medical Center, Dalton, Georgia: "What every Healthcare Leader needs to know about Population Health," 9/21/17.
168. Central Montana Medical Center, Lewistown, Montana: Medical Staff Assessment and Mediation, 9/12/17.
169. Foundation for Healthy Communities-New Hampshire Peer Review Network, Bretton Woods, New Hampshire: "How to move Peer Review from Quality Assurance to Performance Improvement," 9/10/17.
170. ACHE Cluster Program, Washington DC, "Redesign the Medical Staff for Healthcare Reform," 8/23-24/17.
171. Saint Luke's Health System, Kansas City, Missouri: Medical Staff Assessment and Redesign, 7/31/17-8/2/17.
172. NAMSS Webinar: "How to move Peer Review from Quality Assurance to Performance Improvement," 7/27/17.
173. ACHE Cluster Program, New York City, New York, "Optimizing Clinical and Business Outcomes through Physician-Executive Collaboration," 7/24-25/17.
174. ACHE-Louisiana Hospital Association, "Redesign the Medical Staff for Healthcare Reform," 7/17/17.
175. Baxter Regional Medical Center, Mountain Home, Arkansas: "Population Health and Value Based Purchasing Retreat and Discussion", 6/26-27/17

176. Foundation for Healthy Communities-New Hampshire Peer Review Network, New London, New Hampshire: "How to move Peer Review from Quality Assurance to Performance Improvement," 6/20/17.
177. Alaska Association of Medical Staff Services, Anchorage, Alaska, "Contemporary Privileging Challenges-Low/No Volume, New Technology/Privileges, Telemedicine," "How to Implement OPPE/FPPE with Minimal Resources" "Ethical Dilemmas in Healthcare-Case Studies and Lessons Learned," "How to Avoid Negligent Credentialing Lawsuits," "How to Manage Physician Performance-Case Studies and Lessons Learned," "How to Manage Poor and Marginal Performance", 6/14-15/17.
178. Western Regional Trustee Symposium, Santa Fe, New Mexico, "Innovative Best Practice Governance for the 21<sup>st</sup> Century, How Small and Rural Healthcare Organizations can Succeed in Healthcare Transformation, and Best Practices for Governance Leadership and Succession Planning," 6/7-8/17.
179. La Familia Medical Center, Santa Fe, New Mexico, Board Retreat-"How to Operationalize and Contract for Population Health," 6/6/17.
180. ACHE Michigan and Great Lakes Chapter, Lansing, Michigan: "Redesign the Medical Staff for Healthcare Reform," 6/1-2/17.
181. Washington State Medical Association, Chelan, Washington: Thomas J. Curry Leadership Keynote Address: "What Top Performing Medical Staffs Do and Don't Do," 5/20/17.
182. ACHE Fellows Seminar, Hilton Head, South Carolina: "Leading in a Changing Environment-Population Health," 5/11-12/17.
183. Millennium Collaborative Care, Buffalo, New York: "Keynote Address-Population Health," 5/10/17.
184. The Patient Experience Symposium, Boston, Massachusetts: Keynote Addresses: "The Impact of the Patient Experience" and "Consumerism and its Impact on the Patient Experience", 5/2/17
185. New York Association for Medical Staff Services, Albany, New York: Keynote Addresses: "What Top Performing Medical Staffs Do and Don't Do" and "Consumer Driven Healthcare-Are you Ready?", 4/28/17
186. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 4/27/17
187. The Leadership Development Group (Reading Health, Reading, Pennsylvania): "Managing Physician Performance," 4/25/17
188. The American Association for Physician Leadership, New York City, New York: "The Evolving Role of the Physician in the 21<sup>st</sup> Century," 4/22/17.
189. St. Joseph's Candler Healthcare System, Savannah, Georgia: Physician Leadership Conference, 4/14/17.
190. Bronson Healthcare, Kalamazoo, Michigan: Healthcare System Assessment, 4/10-11/17.
191. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/30/17
192. ACHE Congress, Chicago, Illinois, "How to Operationalize and Contract for Population Health," 3/28/17.
193. ACHE Congress, Chicago, Illinois, "Five Proven ways to work with your Physicians to Reduce Operating Costs," 3/27/17.
194. ACHE Cluster Program, Chicago, Illinois, "Leading in a Changing Environment-Population Health,"3/25-26/17.

195. The Leadership Development Group (Reading Health, Reading, Pennsylvania): "Managing Physician Performance," 3/22/17.
196. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/16/17
197. Charleston County Medical Society, Charleston, South Carolina: "Physician Leadership Keynote," 2/9/17.
198. ACHE Cluster Program, Scottsdale, Arizona, "Redesign the Medical Staff for Healthcare Reform," 1/30-31/17.
199. Indiana University Health Ball Memorial Hospital, Muncie, Indiana, "The Mandate for Physician Leadership in Healthcare Transformation" 1/28/17
200. St. Vincent Healthcare, Billings, Montana: Physician Leadership Conference, 1/20-22/17.
201. Rapid City Regional Hospital, Rapid City, South Dakota, Medical Staff Consultation and Presentations, 1/17-18/17.
202. WMUR TV (ABC Affiliate Channel 9), Manchester, New Hampshire, "Close Up Interview-The Impact of Repealing Obama Care," January 16, 2017.
203. ACHE Cluster Program, Orlando, Florida, "Physician Leadership Essentials-Management Skills," 12/5-6/16.
204. Matagorda Regional Medical Center, Bay City, Texas, "How Physicians can Succeed in Healthcare Transformation," 12/1/16.
205. Rapid City Regional Hospital, Rapid City, South Dakota, Medical Staff Consultation and Presentations, 11/28-29/16.
206. Nashville General Hospital at Meharry, Nashville, Tennessee: Assessment of Nashville General Hospital at Meharry and Meharry Medical College, 11/21/16
207. CentraCare Health System, St. Cloud, Minnesota, Executive Conference-Population Health, 11/17/16
208. ACHE Hawaii-Pacific Chapter, Honolulu, Hawaii, "How we can Succeed in Healthcare Transformation," 11/9/16.
209. American Association for Physician Leadership, Fall Institute, Glendale, Arizona, "Advanced Medical Staff Leadership Course-How to Create a Top Performing Medical Staff for the 21<sup>st</sup> Century," 11/4-11/5/16.
210. ACHE-Brooke Army Medical Center, San Antonio, Texas, "How to Operationalize and Contract for Population Health," 11/1-2/16.
211. Kaleida Health, Buffalo, New York: "How Physicians can Succeed in Healthcare Transformation," 10/26/16.
212. ACHE Cluster Program, San Diego, California "Redesign the Medical Staff for Healthcare Reform," 10/24-25/2016.
213. Kingman Regional Medical Center, Kingman, Arizona: Physician Leadership Conference, 10/21-22/16.
214. Coverys, Boston, Massachusetts: "Ethical Dilemmas in Physician Leadership and Communications: Case Studies and Lessons Learned," 10/14-15/16.
215. Sutton County Hospital District, Sonora Texas: Physician Contract Mediation and Conflict Resolution, 9/16-11/16.
216. Tideland Health, Georgetown, South Carolina: "What Clinical Integration means to Physicians," 10/4/16.

217. Nashville General Hospital at Meharry, Nashville, Tennessee: Assessment of Nashville General Hospital at Meharry and Meharry Medical College, 9/28/16-9/30/16.
218. Sidney Regional Medical Center, Sidney, Nebraska: Board Facilitated Retreat-“How we can Succeed in Healthcare Transformation,” 9/26/16.
219. National Association for Medical Staff Services Educational Conference and Exhibition, Boston, Massachusetts: “How to Credential and Privilege in a Clinically Integrated Network (CIN)” and “What every Healthcare Leader needs to know about Population Health and the Disruptive Business Models Necessary to Support It,” 9/19-21/16.
220. ACHE Cluster Program, New Orleans, Louisiana: “Leading in a Changing Environment- Population Health,” 9/14-15/2016.
221. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 9/12/16.
222. American Association for Physician Leadership, Chicago, Illinois: “Physician Wellness and Resilience,” 9/10/16.
223. Texas Hospital Association Foundation, Austin, Texas: “Leadership Fellows Conference: Physician Engagement/Alignment and Population Health,” 9/9/16.
224. Healthcare Finance Management Administration Minnesota Chapter Keynote Address: “Making 21st Century Healthcare Safe-What we can Learn from the Aviation Industry,” 8/24/16.
225. ZirMed Leadership Conference, Chicago, Illinois: Keynote Address- “What Top Performing Organizations Do and Don’t Do,” 8/22/16
226. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 8/15/16.
227. Kaleida Health, Buffalo, New York: “Executive Retreat on Population Health,” 8/12/16.
228. Sutton County Hospital District, Sonoma, Texas: Consultation for physician contract negotiation and resolution. 8/16.
229. Florida Hospital, Altamonte Springs, Florida: “How we can Succeed Together in Healthcare Transformation,” 8/5/16.
230. Texas Hospital Association Foundation, Austin, Texas: “Healthcare Governance Conference-How we can Succeed Together in Healthcare Transformation and Case Studies in Physician Engagement and Alignment-What works and what Doesn’t,” 7/29/16.
231. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 7/25/16.
232. American Association for Physician Leadership, St. Mary’s Hospital: “The Mandate for Physician Leadership,” 7/22/2016.
233. American Hospital Association Leadership Summit, San Diego, California: Workshop: “How to Operationalize and Contract for Population Health”, 7/17/16.
234. The Healthcare Association of New York State (HANYS), Albany, New York-Keynote Address: “Leading in a Changing Environment-Population Health,” 6/22/16.
235. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 6/8/16.
236. Connecticut Hospital Association, The American College of Healthcare Executives, Wallingford, Connecticut-“Leading in Changing Times Population Health, 6/6/16.
237. Connecticut Association for Medical Staff Services, Hartford, Connecticut: Keynotes-“Common Credentialing and Privileging Mistakes that Healthcare Leaders Make-Case Studies and Lessons Learned and Credentialing and Privileging in Clinically Integrated Networks,” 6/3/16.

238. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 5/26/16.
239. HonorHealth, Scottsdale, Arizona: "Medical Staff Assessment Findings and Strategic Goals," 5/24/16.
240. ACHE Cluster Program, San Antonio, Texas: "Leading in a Changing Environment-Population Health," 5/18-19/2016.
241. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 5/10/16
242. National Association for Medical Staff Services (NAMSS) Webinar: "How to Interpret Problematic Conditions of Participation and Accreditation Standards," 5/5/16.
243. Vibra Healthcare, Mechanicsburg, Pennsylvania: "The Organized Medical Staff-Quality and Performance Oversight", 5/2/16.
244. New York Association for Medical Staff Services, Albany, New York: "Common Credentialing and Privileging Mistakes that Healthcare Leaders Make-Case Studies and Lessons Learned and Credentialing and Privileging in Clinically Integrated Networks," 4/28/2016.
245. American Association for Physician Leadership, Spring Institute, Washington, DC: "Disruptive Innovative Healthcare Business Models-Are you Ready?",4/16/16.
246. Garrett County Memorial Hospital, Oakland, Maryland: Medical Staff Bylaws Redesign, 4/8-9/16.
247. Northwest Abbott Memorial Hospital, Minneapolis, Minnesota: "How to make Peer Review Transparent and Fair," 4/1/2016.
248. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/31/2016.
249. ACHE Congress, Chicago, Illinois: "How Physicians can work with Management to Lower Operating Costs", "How to Redesign your Medical Staff for Healthcare Reform," "How to Operationalize and Contract for Population Health," 3/14-15/2016.
250. Texas Hospital Association Foundation, Austin, Texas: "Medical Staff Presidents' Medical Staff Orientation," 3/4/16
251. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/25/2016.
252. Honor Health, Scottsdale, Arizona: Medical Staff Assessments and Strategic Development Plan, 2/16-22/2016.
253. St. Vincent Healthcare, Billings, Montana: Physician Leadership Conference, 1/29-30/2016.
254. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 1/28/2016.
255. WellSpan York Hospital, York, Pennsylvania: Quality Assessment-General Surgical Department, 1/25-26/2016.
256. Finley Hospital, Dubuque, Iowa: "How to Redesign your Medical Staff for Healthcare Transformation," 1/23/2016.
257. Healthcare Finance Management Administration Massachusetts and Rhode Island Chapters Keynote Address: "Making 21<sup>st</sup> Century Healthcare Safe-What we can Learn from the Aviation Industry," 1/22/2016.
258. ACHE Cluster Program, St. Petersburg, Florida: "Redesign the Medical Staff for Healthcare Reform," 1/20-21/2016.
259. Signature Health, Brockton, Massachusetts: "How we can Succeed in Healthcare Transformation," 1/14/2016

260. Medical Society of South Carolina, Charleston, South Carolina: "Best Practices in Physician Engagement and Alignment," 1/12/2016.
261. Texas Health Presbyterian Hospital Flower Mound, Flower Mound, Texas: OPPE/FPPE, peer review consulting engagement. "The New Business Model in Healthcare Transformation," 12/9/2015
262. CHI St. Alexius Health, Bismarck, North Dakota: Physician Leadership Conference, 11/19/2015.
263. The Methodist Hospitals, Gary, Indiana: Management Retreat, 11/11/2015
264. Valley Health System, Ridgewood, New Jersey, Physician and Management Retreats 11/3/2015 and 11/4/2015
265. Coverys, Boston, Massachusetts: "A 21st Century Healthcare Vision-What you can expect," 10/29/2015.
266. Honor Health, Scottsdale, Arizona: "Leading in a Changing Environment-Population Health," 10/24/2015.
267. Unity Point Health, Cedar Rapids, Iowa: Physician Leadership Conference, 10/23/2015.
268. Coverys, Lansing, Michigan: "A 21st Century Healthcare Vision-What you can expect," 10/15/2015.
269. Medical Center, Navicent Health, Macon, Georgia: "Best Practices in Physician Engagement and Alignment," 10/13/2015.
270. Iowa Hospital Association, Des Moines, Iowa: "Redesign your Medical Staff for Healthcare Transformation," 10/7/2015.
271. NAMSS, Seattle, Washington: "What Top Performing Organizations Do and Don't Do," 10/6/2015.
272. ACHE Cluster Program, San Diego, California "Leading in a Changing Environment-Population Health," 9/30-10/1/2015.
273. AAPL: Adventist Health, Roseville, California: "How to Negotiate a 21st Century Healthcare Vision," 9/29/2015.
274. United regional Health System, Wichita Falls, Texas: "How Physicians can work with Management to Reduce Operating Costs," 9/24/2015.
275. ACHE Minnesota Chapter, Brainerd, Minnesota: "A Healthcare Vision for the 21st Century," 9/16/2015.
276. Tideland Health, Georgetown, South Carolina: Physician Leadership Conference, 9/14/2015.
277. AAPL: Kaweah Delta Health Care District, Visalia, California: "Best Practices in Credentialing and Privileging," 9/11/2015.
278. Riverside Medical Center, Kankakee, Illinois: "How to Optimize your Service Lines," 8/22/2015.
279. ACHE Cluster Program Presentation, New York City, New York: "How to Redesign your Medical Staff for Healthcare Reform," 8/3-4/2015.
280. AAPL: Regional West Medical Center, Scotts Bluff, Nebraska: Physician, Governance, Management Retreat, 7/30/15.
281. Garrett County Memorial Hospital, Oakland, Maryland: Bylaws Assessment, 7/20/2015.
282. Northside Hospital and Tampa Heart Institute, Tampa, Florida: Physician Leadership Conference, 7/18/2015.

283. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 6/30/2015.
284. Maine Hospital Association, Augusta, Maine: "Best Practices in Physician Engagement and Alignment," 6/19/2015.
285. St. John's Episcopal Hospital, Far Rockaway, New York: "How Physicians can Succeed in Healthcare Transformation," 6/9/2015.
286. Tidelands Health, Georgetown, South Carolina: "How Physicians can Succeed in Healthcare Transformation," 6/4/2015.
287. ACHE Cluster Program Presentation, Cape Cod, Massachusetts: "How to Redesign your Medical Staff for Healthcare Reform," 6/1-2/2015.
288. Southeast Georgia Health System, Brunswick, Georgia: Physician Leadership Retreat, 5/29/2015.
289. Osceola Regional Medical Center, Kissimmee, Florida: Conflict Resolution Retreat, 6/16-17/2015.
290. Phoebe-Putney Memorial Hospital, Albany, Georgia: Medical Staff Assessment, 5/19-21/2015.
291. South Georgia Medical Center, Valdosta, Georgia: Physician Leadership Conference, 5/15-16/2015.
292. HFMA Alabama Chapter, Atmore, Alabama: "How to Move from an Effective Manager to an Effective Leader," 5/14/2015.
293. St. Vincent Healthcare, Billings, Montana: "How to work with your Management Team to Reduce Operating Costs," 5/13/2015.
294. Cook's Children's Hospital, Fort Worth, Texas: Physician Leadership Conference, 5/8/2015.
295. St. John's Episcopal Hospital, Far Rockaway, New York: "How to Lead Population Health," 5/6/2015.
296. ACHE Kansas Chapter, Wichita, Kansas: "How to Redesign your Medical Staff for Healthcare Reform," 4/30/2015.
297. Unity Point Health, Des Moines, Iowa: Physician Leadership Conference, 4/023/2015.
298. American Association for Physician Leadership, Las Vegas, Nevada: "Disruptive Innovations in Healthcare," 4/18-19/2015.
299. St. Joseph's Candler Healthcare System, Savannah, Georgia: Physician Leadership Conference, 4/17/2015.
300. VHA, Irving, Texas: "Best Practices in Physician Engagement and Alignment," 4/14/2015.
301. Centennial Medical Center, Frisco, Texas: Physician Leadership Conference, 3/28/2015.
302. St. John's Episcopal Hospital, Far Rockaway, New York: Governance Boot Camp, 3/20/2015.
303. ACHE Congress, Chicago, Illinois: "How Physicians can work with Management to Lower Operating Costs", "How to Redesign your Medical Staff for Healthcare Reform," 3/14-18/2015.
304. Phoebe-Putney Memorial Hospital, Albany, Georgia: Physician Leadership Conference, 3/13-14/2015.
305. St. John's Episcopal Hospital, Far Rockaway, New York: "An Introduction to Population Health," 3/5/2015.

306. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/2/2015.
307. The Leadership Development Group (Palomar Medical Center, San Diego): "How Physicians can Succeed in Healthcare Transformation," 2/28/2015
308. East Jefferson General Hospital, Metairie, Louisiana: Physician Leadership Conference, 2/21/2015.
309. Stratus Healthcare, Tifton, Georgia: "How Physicians can Succeed in Healthcare Transformation," 2/20/2015.
310. Meadows Regional Medical Center, Vidalia, Georgia: Physician Leadership Conference, 2/12-13/2015.
311. ACHE Cluster Program Presentation, Steamboat Springs, Colorado: "How to Redesign the Medical Staff for Healthcare Reform," 2/9-10/2015.
312. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/5-6/2015.
313. Penrose-St. Francis, Colorado Springs, Colorado: "Best Practices in Physician Engagement and Alignment," 1/30/2015.
314. Mennonite Health System, Cayey, Puerto Rico: "How to Create a Culture of Service," 1/24/2015.
315. SNMMI: Physician Leadership Conference, 1/21/2015.
316. VHA Health System, Atlanta, Georgia: Best Practices in Physician Engagement and Alignment, 1/16-17/2015.
317. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 1/14/2015.
318. Orange Park Medical Center, Orange Park, Florida: Physician Leadership Conference, 1/10/2015.
319. Longmont United Hospital, Longmont, Colorado: Physician Leadership Conference, 1/9/2015.
320. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 1/8/2015.
321. NAMMS Webinar (2 PM): "How to Credentialing and Privilege for New Technology and New Privileges," 12/10/2014.
322. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 12/9/2014.
323. Columbia Memorial Hospital, Astoria, Oregon: Physician Leadership Conference, 12/5-6/2014.
324. Jewish Hospital and St. Mary's Healthcare, Louisville, Kentucky: "Best Practices in Management Physician Behavioral Issues and other Potential Impairments," 12/3/2014.
325. Memorial Hermann Health, Houston, Texas: Webinar, "Physician Integration and Alignment Strategies for Service Lines," 12/2/2014.
326. KSB Hospital, Dixon, Illinois: "How Physicians can Succeed in Healthcare Transformation," 12/1/2014.
327. Ellis Hospital, Schenectady, New York: Physician Leadership Conference, 11/25/2014.
328. St. Mary's Health System, Waterbury, Connecticut: "How Physicians can Succeed in Healthcare Transformation," 11/20/2014.
329. Affiliated Community Medical Centers, Willmar, Minnesota: Governance Retreat: "Governance Boot Camp," 11/19/2014.
330. Texas Care Alliance, Plano, Texas: Governance Retreat: "Disruptive Models in Healthcare-Are you Ready?," 11/14/2014.

331. Georgia Hospital Association, Atlanta, Georgia: "How to Redesign your Medical Staff for Healthcare Reform," 11/13/2014.
332. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 11/12/2014.
333. Mercy Medical Group, Sacramento, California: Physician Leadership Conference, 11/7/2014.
334. SEAK, Inc. Non Clinical Physician Program: "How to Create a Non-Clinical Consulting Career," 10/25-26/2014
335. Intermountain Health, Salt Lake City, Utah: "Best Practices in Credentialing and Privileging," 10/23/2014.
336. Georgetown Hospital System, Georgetown, South Carolina: "Best Practices in Managing Behavioral Issues and other Potential Impairments," 10/17-18/2014
337. Southcoast Health, New Bedford, Massachusetts: Governance Retreat, "Creating a 21st Century Governance Vision," 10/17/2014.
338. ACHE Cluster Program Presentation, Austin, Texas: "How to Redesign your Medical Staff for Healthcare Reform," 10/13-14/2014.
339. Florida Hospital, Orlando, Florida: "Creating a 21st Century Vision for Healthcare Transformation," 10/10/2014.
340. Copic, Inc., Denver, Colorado: "Healthcare Transformation," 10/9/2014.
341. NAMSS, New Orleans, Louisiana: "Best Practices in Physician Engagement and Alignment," 10/7/2014.
342. Parkland Medical Center, Derry, New Hampshire: Physician Leadership Conference, 10/3/2014.
343. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 10/1/2014.
344. Sacred Heart Health System, Pensacola, Florida: Patient Safety Conference, 9/26/2014.
345. HFMA Southwest Ohio Chapter, Dayton, Ohio: Keynote, "Disruptive Healthcare Innovations-Are you Ready?," 9/25/2014.
346. AHA Center for Healthcare Governance, Boston, Massachusetts: "Governance Practices in Physician Engagement and Alignment," 9/23/2014.
347. HCA West Florida Division, Palm Harbor, Florida: Physician Leadership Conference, 9/20/2014.
348. Children's Hospital and Medical Center, Omaha, Nebraska: Physician Leadership Conference, 9/4-5/2014.
349. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 9/3/2014.
350. Lee Memorial Health System, Ft. Myers, Florida: Management Retreat, "Best Practices in Physician Engagement and Alignment," 8/26/2014.
351. Los Robles Hospital and Medical Center, Thousand Oaks, California: Physician Leadership Conference, 8/16/2014.
352. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 7/21/2014.
353. United Regional Health System, Wichita Falls, Texas: Physician Leadership Conference, 7/18/2014.
354. Unity Point Health, Des Moines, Iowa: Physician Leadership Conference, 7/11/2014.
355. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 6/27/2014.

356. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 6/17/2014.
357. Alabama Hospital Association, Montgomery, Alabama: "Best Practices in Physician Engagement and Alignment," 6/12/2014.
358. St. Mary's Medical Center, Blue Spring, Missouri: Physician Leadership Retreat, 6/9/2014.
359. Washington Association of Medical Staff Services Professionals, Spokane, Washington: NAMMS Regional Conference, 5/28-29/2014.
360. Penrose-St. Francis, Colorado Springs, Colorado: "How Physicians can Succeed in Healthcare Transformation," 5/20/2014.
361. Baylor Health, Dallas, Texas: Physician Leadership Conference, 5/19-20/2014.
362. Sacred Heart Health System, Pensacola, Florida: "How to move from an Effective Clinician to an Effective Leader," 5/16-17/2014.
363. North Texas Kidney Disease Associates, Lewisville, Texas: Physician Board Retreat, 5/10/2014.
364. Healthcare Business Solutions (Unity Point St. Luke's, Sioux City, Iowa): Vascular Surgery Service Line Assessment, 5/5-6/2014.
365. Premier Health, Dayton, Ohio: "Best Practices in Service Line Management," 4/29/2014.
366. ACPE Spring Program, Chicago, Illinois: "What High Performing Organizations Do and don't Do," 4/25/2014.
367. Coordinated Health, Allentown, Pennsylvania: Physician Leadership Conference, 4/22-23/2014.
368. Regional Medical Center Bayonet Point, Hudson, Florida: Bylaws Assessment and Retreat, 4/19/2014.
369. Illinois Hospital Association, Springfield, Illinois: "Best Practices in Rural Health," 4/22-23/2014.
370. Reliant Medical Group, Worcester, Massachusetts: Credentialing and Peer Review Assessment, 4/17-18/2014.
371. ACHE Cluster Program Presentation, Kiawah Island, South Carolina: How to Redesign your Medical Staff for Healthcare Reform., 4/9-10/2014.
372. Northern Arizona Health, Flagstaff, Arizona: Board Retreat-Best Practices in Physician Engagement and Alignment, 4/4-5/2014.
373. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 4/3/2014.
374. Regional Medical Center Bayonet Point, Hudson, Florida: Physician Leadership Conference and Bylaws Assessment, 3/28-29/2014.
375. ACHE Congress, Chicago, Illinois: "How to work with your Physicians to Reduce Operating Costs", "How to Redesign your Medical Staff for Healthcare Reform," 3/25/2014.
376. Centennial Medical Center, Frisco, Texas: Physician Leadership Conference, 3/22/2014.
377. Reliant Medical Group, Worcester, Massachusetts: Consultation: Credentialing and Peer Review Assessment, 3/17/2014.
378. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/6/2014.
379. Onslow Memorial Hospital, Jacksonville, North Carolina: Assessment General Surgery, 3/3/2014.
380. Carilion Clinic, Roanoke, Virginia: Physician Leadership Conference, 3/1/2014.

381. Onslow Memorial Hospital, Jacksonville, North Carolina: "Optimizing the General Surgical Service Line," 3/1/2014.
382. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/20/2014.
383. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 2/11/2014.
384. Los Robles Hospital and Medical Center, Thousand Oaks, California: Physician Leadership Conference, 2/1/2014.
385. Jackson Hospital Foundation, Montgomery, Alabama: "How Physicians can Succeed in Healthcare Transformation," 1/23/2014.
386. Portsmouth Hospital, Portsmouth, New Hampshire: "The Mandate for Physician Leadership," 1/21/2014.
387. Orange Park Medical Center, Orange Park, Florida: Physician Leadership Conference, 1/18/2014.
388. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 1/10/2014.
389. ACHE Cluster Program Presentation, Orlando, Florida: "How to Redesign your Medical Staff for Healthcare Transformation," 12/16-17/2013.
390. ACPE: Onslow Memorial Hospital, Jacksonville, North Carolina: "Best Practices in Peer Review," 12/12/2013.
391. Calvert Memorial Hospital, Prince Frederick, Maryland: Consultation-Managing Behavioral Issues, 11/22-30/2013.
392. ACPE: Onslow Memorial Hospital, Jacksonville, North Carolina: "Optimizing your Service Line Management," 11/25/2013.
393. Northern Arizona Health, Flagstaff, Arizona: Board Retreat, "How to Engage and Align with Physicians," 11/ 15-16/2013.
394. Memorial Hermann Health, Houston, Texas: Physician Leadership Boot Camp, 11/25/2013.
395. ACPE: Onslow Memorial Hospital, Jacksonville, North Carolina: Physician Leadership Conference, 11/4-5/2013.
396. Hawaii Association of Medical Staff Services, Honolulu, Hawaii: "The Impact of Healthcare Reform on the Organized Medical Staff" and "How to Manage Behavioral Issues and other Potential Impairments," 10/25/2013.
397. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 10/21/2013.
398. Spectrum Health Big Rapids, Big Rapids, Michigan: Physician Leadership Conference, 10/12-16/2013.
399. Methodist Hospital, Gary, Indiana: Board Retreat, "Creating a 21st Century Healthcare Vision," 10/8/2013.
400. HCA West Hospital, Palm Harbor, Florida: Physician Leadership Conference, 10/5/2013.
401. United Regional Health System, Wichita Falls, Texas: "Crucial Conversations," 9/28/2013.
402. NAMSS, Hollywood, Florida: "The Impact of Pay for Value on Credentialing and Privileging", "The Impact of Healthcare Reform on the Organized Medical Staff," 9/20-23/2013.

403. Texas Health Presbyterian Hospital Flower Mound, Flower Mound, Texas: "The Mandate for Physician Leadership," 9/9/2013.
404. ACHE Nebraska Chapter Webinar: "Best Practices in Physician Engagement and Alignment," 9/5/2013.
405. Baptist Health, Montgomery, Alabama: Physician Leadership Conference, 8/3/2013.
406. AHLA National Meeting, San Diego, California: "How to Address the Aging Physician," 7/2/2013.
407. Illinois Hospital Association, Springfield, Illinois: "Healthcare Challenges for Rural Hospitals," 6/19/2013.
408. ACPE-Columbia Memorial, Astoria, Oregon: Physician Leadership Conference and Consultation, 6/12-13/2013.
409. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 6/7/2013.
410. St. Alexius Medical Center, Bismarck, North Dakota: Physician Leadership Conference, 5/29/2013.
411. College of American Pathologists, Chicago, Illinois: "Polarity Management," 5/17/2013.
412. Southern Peninsula Hospital, Homer, Alaska: Consultation-Medical Staff Assessment, 5/13-14/2013.
413. Washington Association of Medical Staff Services Professionals, Spokane, Washington: "Top Regulatory and Accreditation Challenges," 5/8-9/2013.
414. Centennial Medical Center, Frisco, Texas: "Medical Leadership Conference," 5/4/2013.
415. ACPE Spring Program, New York City, New York: "Reinventing the Medical Staff in an Era of Healthcare Reform," 4/27/2013.
416. Global Media Dynamics, Las Vegas, Nevada: "The Patient Protection and Affordable Care Act," 4/4/2013.
417. ACHE Cluster Program Presentation, Chicago, Illinois: "How to Redesign your Medical Staff for Healthcare Reform," 3/26-27/2013.
418. Memorial Hermann, Houston, Texas: "Physician Leadership Boot Camp," 3/21-22/2013.
419. St. Barnabas Hospital, Bronx, New York: "Physician Leadership Conference," 3/20/2013.
420. King's Daughters Health System, Ashland, Kentucky (ACPE): "Best Practices in Quality and Safety," 3/18/2013.
421. ACHE Congress, Chicago, Illinois: "How to Work with Physicians to Lower your Operating Costs," 3/11/2013.
422. Los Robles Hospital and Medical Center, Thousand Oaks, California: Physician Leadership Conference, 2/23/2013.
423. Southside Regional Medical Center, Petersburg, Virginia: "The Mandate for Physician Leadership," 1/30/2013.
424. American College of Pathologists, Chicago, Illinois: "Polarity Management," 1/25/2013.
425. Morris Hospital, Morris, Illinois: Consultation-Code of Conduct Policy Development, 1/17/2012.
426. Ali Alhimiri, MD: Consultation-Physician Managed ACO, 11/2012.
427. The Studer Group Institute, Atlanta, Georgia: Presentation, "How to Manage Physician Performance," 11/28-29/2012.

428. College of American Pathologists, Chicago, Illinois: Presentation, Governance Leadership Conference, 11/15/2012.
  429. Portneuf Medical Center, Pocatello, Idaho: Presentation, Physician Leadership Conference, 11/9/2012.
  430. Northern NE Chapter of ACHE, Woodstock, Vermont: Presentation, Healthcare Panel, 11/1-2/2012.
  431. AtlantiCare, Egg Harbor Township, New Jersey (ACPE): Presentation, Physician Leadership Conference, 10/22/2012.
  432. Iasis Healthcare, Franklin, Tennessee (Sarasota, Florida): Presentation, Physician Leadership Conference, 10/13/2012.
  433. NAMSS, Washington, DC: Webinar, "How to Privilege Low Volume/No Volume Practitioners," 9/24/2012.
  434. St. Dominic Hospital, Jackson, Mississippi: Presentation, "Best Practices in Physician Engagement and Alignment," 9/8/2012.
  435. NAMSS, San Francisco, California: Presentation, "Low Volume/No Volume Practitioners," 9/7/2012.
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## **BOOKS, ARTICLES & BLOGS**

1. Burroughs, Jon (editor and author), "Essential Operational Components for High Performing Healthcare Enterprises," Health Administration Press, September, 2018. (Winner of the 2020 James A. Hamilton Award for Outstanding Healthcare Management Book)
2. Burroughs, Jon., "Redesign the Medical Staff Model-A Guide to Collaborative Change," Health Administration Press, November, 2014. (Winner of the 2016 James A. Hamilton Award for Outstanding Healthcare Management Book)
3. Burroughs, Jon, "Key Operational Success Factors," Healthcare Executive, volume 34, number 6, pages 34-36, November-December, 2019.
4. Burroughs, Jon, "Creating a Primary Care Model for the 21<sup>st</sup> Century," Governance Institute System Focus, November, 2019.
5. Burroughs, Jon, "Aligning Physician Compensation in a Pay for Value Era," Governance Institute E-Briefings, Volume 16, No. 3, May, 2019, pages 1-3.
6. Burroughs, Jon, "Aligning Physician Compensation with Payer Contracts and your Organization's Strategic Objectives," Journal of Healthcare Compliance, May-June, 2019.
7. Burroughs, Jonathan H., "21<sup>st</sup> Century Skills for Accountable Boards," The Board Room Press, The Governance Institute, February 2019.
8. Burroughs, Jon, "How to Build a Population Health Program," Pediatric Focus, The Governance Institute, December, 2018.
9. Burroughs, Jon, "Rethinking Physician Documentation," Healthcare Executive, May-June, 2018, pages
10. Burroughs, Jon, Rural Focus: "Rural Healthcare: A Vision for 2018, The Governance Institute, March, 2018.
11. Burroughs, Jonathan H., Industry Voices: "The ACA is Flawed but a New Legal Threat could set the US Healthcare System back Decades," Fierce Healthcare, February 28, 2018.

12. Burroughs, Jonathan H., Hospital Impact: "Medicaid on the Chopping Block for 2018." Fierce Healthcare, February 6, 2018.
13. Burroughs, Jonathan H., Hospital Impact: "Why Funding of the Children's Health Insurance Program Matters," Fierce Healthcare, January 9, 2018.
14. Burroughs, Jonathan H., Hospital Impact: "Why Doctors should Oversee, Not Conduct Clinical Documentation, Fierce Healthcare, December 7, 2017.
15. Burroughs, Jonathan H. et al, "ACHE Roundtable: A focus on Physician Leadership," Healthcare Executive, volume 32, number 6, November/December, 2017, pp 20-26.
16. Burroughs, Jonathan H., Hospital Impact: "Medical Staff Services Professionals-A New Role for the 21<sup>st</sup> Century," Fierce Healthcare, August 31, 2017.
17. Burroughs, Jonathan H., Hospital Impact: "Death of the Skinny Repeal Bill and why Covered Lives Matter," Fierce Healthcare, August 3, 2017.
18. Burroughs, Jonathan H., Hospital Impact: "What's Next for the AHCA? Hopefully, pragmatic solutions to healthcare policy dilemmas," Fierce Healthcare, June 8, 2017.
19. Burroughs, Jonathan H., Hospital Impact: "The Meadows-MacArthur Amendment is Strike Two for the American Health Care Act", Fierce Healthcare, May 1, 2017.
20. Burroughs, Jonathan H., "What it takes to be a Top Performing Organization," NAMSS Synergy, May-June, 2017.
21. Burroughs, Jonathan H., "Hospital Impact-CBO Report Reveals Republican Healthcare Bill is Political Position," Fierce Healthcare, March 16, 2017.
22. Burroughs, Jonathan H., "Hospital Impact-A Closer Look at the GOP's 'Replace then Repeal' Proposal, Fierce Healthcare, February 22, 2017.
23. Burroughs, Jonathan H., "Hospital Impact-No Consensus in Sight for the Republican ACA Replacement," Fierce Healthcare, February 2, 2017.
24. Burroughs, Jonathan H., "Hospital Impact-The Implications of Donald Trump's ACA Executive Order," Fierce Healthcare, January 25, 2017.
25. Burroughs, Jon, "Regain Lost Luster with Modern Medicine Ideas," Physician Leadership Journal, Volume 4, Issue 1, January/February, 2017.
26. Burroughs, Jonathan H., "Hospital Impact-Drug Companies Win, Patient Safety Loses with the 21<sup>st</sup> Century Cures Act, Fierce Healthcare, December 15, 2016.
27. Burroughs, Jonathan H., "Hospital Impact-Why the GOP will not Repeal the Affordable Care Act in its Entirety," Fierce Healthcare, November 16, 2016.
28. Burroughs, Jonathan H., "Industry Voices: For President Candidates, Two very Different Views on Healthcare, Fierce Healthcare, November 7, 2016.
29. Burroughs, Jonathan H., "Three Keys to Giving Healthcare Consumers what they Want," Hospital Impact, September 26, 2016.
30. Burroughs, Jonathan H., "Everything you need to know about the New CMS Cardiac Bundled Payment Program," Hospital Impact, August 17, 2016.
31. Burroughs, Jonathan H., "Healthcare Policy Implications of the Presidential Election," Hospital Impact, July 14, 2016.
32. Burroughs, Jonathan H., "MACRA is Now! A Roadmap to Compliance," Hospital Impact, June 15, 2016.
33. Burroughs, Jonathan H., "End Physician Burnout by Allowing Doctors to be Doctors Again," Hospital Impact, May 12, 2016.

34. Burroughs, Jonathan H., "Clinical Pharmacist-An Essential Member of the Healthcare Team," Hospital Impact, April 21, 2016.
35. Burroughs, Jonathan H., "When it comes to Patient Safety-Culture is Everything," Hospital Impact, March 17, 2016.
36. Burroughs, Jonathan H., "How MACRA is Hastening the Demise of Fee for Service," Hospital Impact, February 18, 2016.
37. Burroughs, Jonathan H., "The Ten Traits of a Great Healthcare Organization," Hospital Impact, January 21, 2016.
38. Burroughs, Jonathan H., "Five Steps to Staging and Integrating a Population Health Program," Hospital Impact, December 10, 2015.
39. Burroughs, Jonathan H., "The Supreme Court and the ACA Contraception Mandate-Deja Vu All over Again," Hospital Impact, November 12, 2015.
40. Burroughs, Jonathan H., "ICD-10: Collaborative Ways to Reduce Operating Costs," Hospital Impact, October 29, 2015.
41. Burroughs, Jonathan H., "Medical Overuse and why Fee for Service must Go," Hospital Impact, September 3, 2015.
42. Burroughs, Jonathan H., "Medicare's Potential Reimbursement for End of Life Discussion: A Big Step Forward," Hospital Impact, July 23, 2015.
43. Burroughs, Jonathan H., "Ken Cohn- In Tribute to a Colleague and a Friend," Hospital Impact, July 16, 2015.
44. Burroughs, Jonathan H., "Activity Base Costing Helps Providers Deliver High Quality Low Cost Care," Hospital Impact, May 20, 2015.
45. Burroughs, Jonathan H., "Strategies to Survive a Brave New Value Based World," Hospital Impact, April 1, 2015.
46. Burroughs, Jonathan H. and Nash, David, "Population Health and the Disruptive Innovative Business Models Necessary to Support It," Boardroom Press, April 2015
47. Burroughs, Jonathan H., "Are you ready for E-Health Invasion?" Hospital Impact, February 19, 2015.
48. Burroughs, Jonathan H., "How the Unraveling of the Affordable Care Act could Affect Providers," Hospital Impact, January 14, 2015.
49. Burroughs, Jonathan H., "Ebola-Fear not Facts Drive Frenzy," Hospital Impact, November 13, 2014.
50. Burroughs, Jonathan H., "St. Luke's Population Health Programs Promote Innovation," Hospital Impact, October 23, 2014.
51. Burroughs, Jonathan H., "Silence can Kill: Doctors, Nurses, and Staff must hold each other Accountable," Hospital Impact, September 4, 2014.
52. Burroughs, Jonathan H., "Disruptive Innovation in Healthcare: Are you ready?" The Governance Institute's E-Briefings, Volume 11, Number 7, September, 2014.
53. Burroughs, Jonathan H., "Involving Physicians in Strategic Planning," Hospital Impact, August 6, 2014.
54. Burroughs, Jonathan H., "What Does the Hobby Lobby Ruling mean for Healthcare and the Separation of Church and State?" Hospital Impact, July 2, 2014.
55. Burroughs, Jonathan H., "Population Health is the Next Big Thing," Hospital Impact, June 5, 2014.

56. Burroughs, Jonathan H., and Bartholomew, Kathleen, "New Ways for Physicians and Nurses to Work Together," *Physician Executive Journal*, Volume 40, Number 3, May-June, 2014.
57. Burroughs, Jonathan H., "Same Sex Marriage, Human Rights, and Affordable Healthcare," *Hospital Impact*, May 1, 2014.
58. Burroughs, Jonathan H., "Actuarial Management Key to Changing Industry," *Hospital Impact*, March 19, 2014.
59. Burroughs, Jonathan H., "Large Employers and the Drive for Healthcare Transformation," *Hospital Impact*, February 4, 2014.
60. Burroughs, Jonathan H., "The ACA and the Separation of Church and State," *Hospital Impact*, January 23, 2014.
61. Burroughs, Jonathan H., "More Unintended Consequences of Healthcare Reform," *Hospital Impact*, December 3, 2013.
62. Burroughs, Jonathan H., "Healthcare Leaders face Unintended Consequences of Reform," *Hospital Impact*, November 25, 2013.
63. Burroughs, Jonathan H., "The Origins of Healthcare-Aviation Comparisons," *Hospital Impact*, October 22, 2013.
64. Burroughs, Jonathan H., "Six Strategies Hospital Should Steal from the Airline Industry," *Hospital Impact*, September 17, 2013.
65. Burroughs, Jonathan H., "Informal Doc Leaders-A Help or Hindrance?" *Hospital Impact*, August 5, 2013.
66. Burroughs, Jonathan H., "Physician Engagement-Must Dos," *Hospital Impact*, July 10, 2013.
67. Burroughs, Jonathan H., "Physicians are not the only ones losing their Autonomy in Healthcare Reform," *The Governance Institute's E-Briefings*, Volume 10, Number 4, July, 2013.
68. Burroughs, Jonathan H., "Physician Engagement-What Not to Do," *Hospital Impact*, June 24, 2013.
69. Burroughs, Jonathan H., "Just what is Healthcare Reform Anyway?" *Hospital Impact*, May 20, 2013.
70. Burroughs, Jonathan H., "Is there Life after a Data Bank Report?", *Physician Executive Journal*, March-April, 2013.
71. Burroughs, Jonathan H., "How to Handle Medical Professional Conduct Violations," *Hospital Impact*, March 27, 2013.
72. Burroughs, Jonathan H., "How Healthcare Leaders can Prevent Doc Suspension," *Hospital Impact*, February 27, 2013.
73. Burroughs, Jonathan H., "Why it matters if States don't Expand Medicaid," *Hospital Impact*, January 23, 2013.
74. Burroughs, Jonathan H., "Is there Life for Docs after a Data Bank Report?" *Hospital Impact*, December 17, 2012.
75. Burroughs, Jonathan H., "Trends in Governance for New Care Delivery Models," *Boardroom Press*, December, 2012.
76. Burroughs, Jonathan H., "Revisiting the Key Components of the Affordable Care Act," *Hospital Impact*, November 24, 2012.

77. Burroughs, Jonathan H., "Dealing with the Aging Physician Advocacy or Betrayal," *The Physician Executive*, 38:6, November-December 2012.
78. Burroughs, Jonathan H., "What If? Two Post-Elections Scenarios for Healthcare," *Hospital Impact*, October 24, 2012.
79. Burroughs, Jonathan H., "Succession Planning-Luxury or Necessity?" *Hospital Impact*, October 10, 2012.
80. Burroughs, Jonathan H., "More ways to Reduce Hospital Readmissions," *Hospital Impact*, September 19, 2012.
81. Burroughs, Jonathan H., "Reducing Readmissions: It's Harder than it Looks," *Hospital Impact*, September 12, 2012.
82. Burroughs, Jonathan H., "New Models in Hospital-Physician Governance," *Boardroom Press*, August, 2012.
83. Burroughs, Jonathan H., "More of what Health Reform Doesn't Do," *Hospital Impact*, July 31, 2012.
84. Burroughs, Jonathan H., "What the Affordable Care Act Doesn't Do," *Hospital Impact*, July 26, 2012.
85. Burroughs, Jonathan H., "Improve Hospital-Doc Alignment with Job Expectations and Incentives," *Hospital Impact*, June 13, 2012.
86. Burroughs, Jonathan H., "Tips to Optimize Doc-Nurse Relationships," *Hospital Impact*, May 3, 2012.
87. Burroughs, Jonathan H., "Have Physician-Nurse Relationships Improved?" *Hospital Impact*, April 11, 2012.

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### **HCPRO/THE GREELEY COMPANY PUBLICATIONS**

1. "The Complete Guide to FPPE," HCPRO, 2012.
2. "Medical Staff Leadership Essentials," HCPRO, 2011.
3. "Engage and Align the Medical Staff and Hospital-Expert Strategies and Field Tested Tools," HCPRO, 2010.
4. "A Practical Guide to Managing Disruptive and Impaired Physicians," HCPRO, 2010.
5. "The Top 40 Medical Staff Policies and Procedures, Fourth Edition," HCPRO, 2010.
6. "Emergency Department On-Call Strategies: Solutions for Physician-Hospital Alignment" HCPRO, 2009.
7. "Peer Review Best Practices: Case Studies and Lessons Learned," HCPRO, 2008.

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### **PROFESSIONAL CONFERENCES ATTENDED (2011-2020)**

1. Hospitals and Health Systems of the Future: Transforming to Thrive (9/18-19/19)(12 ACHE Face to Face Education CEUs)
2. Behavior Smarts: Increasing Healthcare Leadership Performance (1/31/18-2/1/18) (12 ACHE Face to Face Education CEUs)
3. Value Based Congress for Health Plans and Hospitals (10/26-27/17)
4. Patient Safety Partnership: Predicting and Preventing Medical Errors (3/29/17) (1.5 ACHE Face to Face Education CEUs)

5. High Performing Network-The Critical Success Factors (3/29/17) (1.5 ACHE Face to Face Education CEUs)
6. The Future of Healthcare Governance-Meeting Governance Challenges in Unforgiving Times (3/28/17) (1.5 ACHE Face to Face Education CEUs)
7. Service Line Management-The Next Generation (8/1-2/16) (12 ACHE Face to Face Education CEUs)
8. The Strategic Use of Healthcare Analytics, 4/13-14/2016 (12 ACHE Face-to-Face Education CEUs).
9. Thursday Hot Topic Session #1: Meeting New Demands of Risk Based Reimbursement...3/17/2016 (1.5 ACHE Face to Face Education CEUs)
10. Activating Radicals and Disruptors in a Traditional Healthcare Organization...3/17/2016 (3 ACHE Face to Face Education CEUs)
11. Behavior Smarts: Creating a Culture of Performance Improvement...3/16/2016 (3 ACHE Face to Face Education CEUs)
12. Wednesday Hot Topic Session #2: Riding the Wave: Embracing Innovation...3/16/2016 (1.5 ACHE Face to Face Education CEUs)
13. Leadership Lessons from the Field...3/16/2016 (1.5 ACHE Face to Face Education CEUs)
14. Value-Based Purchasing: Provider and Health Plan Innovations for Healthcare Transformation...3/16/2016 (1.5 ACHE Face to Face Education CEUs)
15. Leading and Managing in Changing Times, 12/14-15/2015, (12 ACHE Face-to-Face Education CEUs)
16. Thursday Hot Topic Session #2: Population Health..., 3/19/2015, (1.5 ACHE Face-to-Face Education CEUs).
17. CEO Circle Session: The CEOs Dilemma: Navigating..., 3/18/2015 (1.5 ACHE Face-to-Face Education CEUs).
18. 84X-Effective Governance During Transformational..., 3/18/2015 (1.5 ACHE Face-to-Face Education CEUs).
19. Wednesday Hot Topic Session #1: The Future Is..., 3/18/2015 (1.5 ACHE Face-to-Face Education CEUs).
20. 30A-Population Health Management: What's Working..., 3/16/2015 (1.5 ACHE Face-to-Face Education CEUs).
21. Hospitals and Integrated Networks of the Future, 3/14/2015 (6 ACHE Face-to-Face Education CEUs).
22. Physician Executives Forum Program, 10/11/2014 (7 ACHE Face-to-Face Education CEUs).
23. Healthcare Consultants Forum Program, 9/12/2014 (6 ACHE Face-to-Face Education CEUs).
24. Developing and Deploying a Hospital Business Intelligence..., 9/8/2014 (12 ACHE Face-to-Face Education CEUs).
25. Process and Technique of Negotiating, 8/11/2014 (17 ACHE Face-to-Face Education CEUs).
26. Thursday Hot Topic Session #2: Healthcare's Popular..., 3/27/2014 (1.5 ACHE Face-to-Face Education CEUs).
27. 88-Proven Strategies and Practices to Enhance..., 3/26/2014 (3 ACHE Face-to-Face Education CEUs).

28. 102A-Getting Everyone on Board With Your Patient..., 3/26/2014 (1.5 ACHE Face-to-Face Education CEUs).
29. 39B-Managing Hospital-Employed Physicians: Lessons From..., 3/25/2014 (1.5 ACHE Face-to-Face Education CEUs).
30. 59X-Leading Healthcare Transformation: The Board..., 3/25/2014 (1.5 ACHE Face-to-Face Education CEUs).
31. Opening Session, 3/24/2014 (1.5 ACHE Face-to-Face Education CEUs).
32. 14A-Physician Alignment: Dos and Taboos, 3/24/2014 (1.5 ACHE Face-to-Face Education CEUs).
33. Smart Marketing: Maximizing Revenue Opportunities..., 2/12/2014 (12 ACHE Face-to-Face Education CEUs).
34. Possibilities, Probabilities and Creative Solutions..., 1/27/2014 (12 ACHE Face-to-Face Education CEUs).
35. Hospitals and Integrated Networks of the Future, 5/6/2013 (12 ACHE Face-to-Face Education CEUs).
36. Toxic Behaviors in Healthcare, 5/2/2013 (6 ACHE Face-to-Face Education CEUs).
37. Becoming Accountable in the Age of Healthcare..., 4/8/2013 (12 ACHE Face-to-Face Education CEUs).
38. 78X-Surviving and Thriving Strategies for a Rural..., 3/13/2013 (1.5 ACHE Face-to-Face Education CEUs).
39. 94A-Physician Employment and Compensation Models That Work, 3/13/2013 (1.5 ACHE Face-to-Face Education CEUs).
40. Tuesday Hot Topic #1: American Hospital Association..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
41. 29B-Profitable Strategies for Developing a Loyal and..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
42. 43A-Engaging Leaders in the Patient Experience: 6..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
43. 47B-Building a Culture of Healthcare Excellence, 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
44. 60X-Governance Practice in an Era of Healthcare..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
45. Opening Session, 3/11/2013 (1.5 ACHE Face-to-Face Education CEUs).
46. Physician Executive Boot Camp, 3/10/2013 (7 ACHE Face-to-Face Education CEUs).
47. Improving the Patient Experience To Build Customer Loyalty, 2/20/2013 (12 ACHE Face-to-Face Education CEUs).
48. Preparing To Live on Medicare Rates: A Margin..., 2/18/2013 (12 ACHE Face-to-Face Education CEUs).
49. Achieving a Strategic Partnership With Your Board: Thrive..., 1/23/2013 (12 ACHE Face-to-Face Education CEUs).
50. Comprehensive Leadership for Senior-Level Executives, 12/19/2012 (12 ACHE Face-to-Face Education CEUs).
51. Service Line Management: Creating a Strategy..., 11/7/2012 (12 ACHE Face-to-Face Education CEUs).

52. Physician-Hospital Integration in the 21st Century, 11/2/2012 (1.5 ACHE Face-to-Face Education CEUs).
53. Integration Vs. Competition: The Future of Hospital..., 11/1/2012 (6 ACHE Face-to-Face Education CEUs).
54. Practical Strategies for Engaging Physicians, 10/3/2012 (12 ACHE Face-to-Face Education CEUs).
55. Effective Approaches in Leading Patient Safety..., 10/1/2012 (12 ACHE Face-to-Face Education CEUs).
56. Advanced Strategic Planning To Transform Your..., 8/22/2012 (12 ACHE Face-to-Face Education CEUs).
57. Critical Financial Skills for Hospital Success, 8/20/2012 (12 ACHE Face-to-Face Education CEUs).
58. Physician Integration Strategies: Advanced Lessons..., 8/6/2012 (12 ACHE Face-to-Face Education CEUs).
59. Developing Proactive Physician Alignment and Employment..., 6/13/2012 (12 ACHE Face-to-Face Education CEUs).
60. Improving Hospital-Physician Relations: A..., 6/11/2012 (12 ACHE Face-to-Face Education CEUs).
61. Advanced Topics in Hospital Financial Management, 5/23/2012 (12 ACHE Face-to-Face Education CEUs).
62. Driving Significant Financial Returns: Using Analytics To..., 5/21/2012 (12 ACHE Face-to-Face Education CEUs).
63. Aggressively Improve Cost, Quality and Throughput, 4/25/2012 (12 ACHE Face-to-Face Education CEUs).
64. Board of Governors Examination Review Course, 4/16/2012 (19 ACHE Face-to-Face Education CEUs).
65. Thursday Hot Topic #1: Managing Tomorrow's Talent..., 3/22/2012 (1.5 ACHE Face-to-Face Education CEUs).
66. 109-A Medical Home Actualized: Improving Quality and..., 3/22/2012 (3 ACHE Face-to-Face Education CEUs).
67. 95B-Engaging Physicians in Supply Chain Management, 3/21/2012 (1.5 ACHE Face-to-Face Education CEUs).
68. 103A-PSOs in a World of ACOs: Improving Safety, 3/21/2012 (1.5 ACHE Face-to-Face Education CEUs).
69. Wednesday Hot Topic #2: Driving Performance for Alignment..., 3/21/2012 (1.5 ACHE Face-to-Face Education CEUs).
70. 87-Applying Lean, Six Sigma and Blue Ocean Thinking To..., 3/21/2012 (3 ACHE Face-to-Face Education CEUs).
71. Tuesday Hot Topic #1: American Hospital Association..., 3/20/2012 (1.5 ACHE Face-to-Face Education CEUs).
72. 36-Advanced Hospital Financial Management, 3/20/2012 (3 ACHE Face-to-Face Education CEUs).
73. 57-Charting a Realistic Course Toward Accountable Care, 3/20/2012 (3 ACHE Face-to-Face Education CEUs).

74. 31A-Building the Strategic Medical Home, 3/19/2012 (1.5 ACHE Face-to-Face Education CEUs).
75. Opening Session, 3/19/2012 (1.5 ACHE Face-to-Face Education CEUs).
76. 10A-Executive Compensation in an Era of Healthcare Reform, 3/19/2012 (1.5 ACHE Face-to-Face Education CEUs).
77. Capital Investment Decisions Course, 12/30/2011 (6 ACHE Face-to-Face Education CEUs).
78. Financing Decisions Course, 12/29/2011 (6 ACHE Face-to-Face Education CEUs).
79. Pricing Decisions and Budgeting Course, 12/24/2011 (6 ACHE Face-to-Face Education CEUs).
80. Profit Analysis and Cost Allocation Course, 12/14/2011 (6 ACHE Face-to-Face Education CEUs).
81. Financial Statements Course, 12/10/2011 (6 ACHE Face-to-Face Education CEUs).

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## **POLITICAL APPOINTMENTS**

Member, Faculty Advisory Council, The American Association for Physician Leadership (AAPL) (2015-2019)

Trustee and Chair, Bylaws, Ethics, and Succession Planning Sub-committees, Memorial Hospital, North Conway, New Hampshire (2005 to 2008)

Past President of the Medical Staff, Memorial Hospital, North Conway, New Hampshire (2005 to 2008)

President of the Medical Staff and Ex-Officio Member of the Governing Board, Memorial Hospital, North Conway, New Hampshire (2000 to 2004)

President, New Hampshire Chapter, American College of Emergency Physicians (1986 to 1988)

## **CERTIFICATIONS/AFFILIATIONS**

American College of Legal Medicine (2013 to Present)

American Medical Association (2012 to Present)

American Health Lawyers Association (2012 to Present; Physician/Attorney Affinity Group and Medical Staff, Credentialing and Peer Review Practice Group, 2013 to Present)

Fellow, American College of Healthcare Executives (2012 to Present)

Fellow, American Association for Physician Leadership (2005 to Present)

American Association for Physician Leadership (2005 to Present)

American College of Healthcare Executives (2005 to Present)

American Board of Emergency Medicine (1985 to 2015)

American Board of Family Practice (1980-2006)

## **AWARDS/RECOGNITIONS**

ACHE National Education Development Grant in 2013 for creation of a new national 12 hour program on “Redesign your Medical Staff for Healthcare Reform”

ACHE National Education Development Grant in 2014 with Dr. David Nash for creation a new national 12 hour program on “Leading in a Changing Environment-Population Health”

ACHE National Education Development Grant in 2016 with Dr. John Byrne and Dr. Rich Priore for creation of a new national 12 hour program on “Physician Leadership Essentials-Management Skills”

ACHE National Education Development Grant in 2017 with Dr. Rich Priore for creation of a new national 12 hour program “Integrating Quality and Cost in a Pay for Value Era”

ACHE National Education Development Grant in 2019 for creation of a new national 12 hour program “Optimizing Ambulatory Management for the 21<sup>st</sup> Century”

James A. Hamilton Award for Outstanding Healthcare Management Book of the Year (2016) for “Redesign the Medical Staff Model-A Guide to Collaborative Change”

American College of Healthcare Executives (ACHE) Service Award (December, 2016) for contributions to healthcare management excellence

Revere Cup as “Guest of Honor” and Keynote Speaker for the New England Ophthalmologic Society (NEOS) Annual Meeting, Boston, Massachusetts (9/28/18)

James A. Hamilton Award for Outstanding Healthcare Management Book of the Year (2020) for “Essential Operational Components for High Performing Healthcare Enterprises”

American College of Healthcare Executives (ACHE) Distinguished Service Award (February, 2020) for contributions to healthcare management excellence

*“I certify that, to the best of my knowledge and belief, all of my statements are true, correct, complete, and made in good faith.” February 17,, 2020*



*Continued...*