From the Chair

2021 was another year for the books at SI, including Janet Guptill’s well-deserved promotion to President and CEO. Under her inspired leadership, our Member organizations, now numbering 65, continue to demonstrate courage and commitment to mission in a peri-COVID world while moving toward the emergent health system of the future. Members are letting go of the old provider-centric, fee-for-service model and embracing the new consumer-centered, digital, value-based model. SI Member executives joined together virtually in record numbers the past year while, for the first time in two years, convening face-to-face at our richly interactive and stimulating Fall Symposium in Scottsdale in November.

We held our first in-person Social Determinants of Health Summit earlier in November and, in conjunction with our week-long Symposium, in-person Clinical Operations, Innovation/Digital and CIO Roundtables. Incredibly, throughout 2021, we deepened engagement with Members compared to 2020 (see page 4) by adding four Roundtables, two new Affinity Groups and 20 percent more Dialogues (43 total!).

What a year!
Don

From the President

I’m a firm believer that the best way to celebrate the past is by embracing the future with hope and confidence. Last year, SI Member organizations demonstrated that truth anew when they applied lessons learned amid a pandemic to reimagine and reinvent healthcare’s future. Above all, SI Members showed us that the path to that future is collaborative. SI’s “Three Pillars” are Collaboration, Education and Networking, so we are perfectly aligned for that mission.

Engagement with our Members has helped us reimagine the health system of the future as a data-driven, highly collaborative ecosystem of partnerships linked via a digitally integrated, customer-centered platform and funded by a value-based payment model. SI’s 2022 focus is to help our Members successfully achieve that model by continually taking the pulse of the industry, discerning when and where to pivot and engaging our Members along the way. We will continue to convene to showcase SI organizations who have operationalized innovation well. And we will always strive to balance today with tomorrow.

Janet
MISSION & VISION

MISSION
Improve healthcare quality, affordability, equity and personal experience through digitally integrated platforms connecting ecosystems of community and industry partners.

VISION
Convene intimate, informal and collegial forums for senior executives to share knowledge, best practices and lessons learned.

PURPOSE
Gather the right people to discuss the right topics at the right moment.

VALUE PILLARS

The Scottsdale Institute’s 2022 Strategic Objective

Support our Members as they reimagine their organizational, financial/clinical structures and processes to transform into more innovative, agile and responsive organizations en route to becoming digitally-enabled, consumer-centric and equitable systems of health. SI’s goals for the year ahead:

- Listen to and share the THOUGHT LEADERSHIP of our Advisors, Members, and Sponsors regarding the pulse of the industry
- Facilitate a meaningful MEMBER EXPERIENCE through Affinity Groups, Fireside Chats, Webinars, Roundtables, Research & Benchmarking and our Annual Conference

Looking Ahead: SI’s 2021-2022 Roadmap

Thirty-seven SI Advisors contributed to identifying the key themes and “milestones” that outline our 15-month 2021-22 SI Roadmap. In looking ahead:

Experience is Everything
- Reimagining the Consumer Experience
- Ensuring Colleague Health & Wellness
- Engaging Our Communities: Social Determinants of Health (SDoH), Diversity, Equity & Inclusion, Pop & Public Health

Organizational Models are Fluid
- Defining New Clinical & Business Models
- Shaping the Ever-changing Role of the CIO
- Developing Next-Gen Leadership

These key points of interest will be explored via Member conversations and presentations through Affinity Group Summits, Dialogues and Roundtables; Fireside Chats and Webinars; SI Publications; and at our Annual Conference.

Thinking Digital is Our Culture
- Adopting Lightning Speed & Agility
- Enabling Innovation & Entrepreneurial Spirit
- Empowering Digital Transformation, Data & Analytics, AI
SI 2021 by the Numbers

- Members: 65
- Total NPR: $301B
- # Hospitals: 1,131
- # Beds: 174,610
- Sponsors: 14
- Strategic Partners: 3

IT Benchmarking Organizations
- SI Members: 53
- # Hospitals: 588
- # Ambulatory Sites: 10,494

SI 2021 Faculty
- # Presenters: 320
- # Organizations: 200
- SI Advisors: 37
- SI Ambassadors: 72
- Ambassador Calls: 132

<table>
<thead>
<tr>
<th>SI Events</th>
<th>Summits</th>
<th>Dialogues/Roundtables</th>
<th>Webinars</th>
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<tr>
<td>Number of Events</td>
<td>7</td>
<td>47</td>
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<td>Total Participants (inc. Guests)</td>
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<td>Member Presenters</td>
<td>34</td>
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<td>Sponsor Moderators</td>
<td>25</td>
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**Member Geographical Distribution**

- 33% of SI Members provide care in 2 or more states
- At least 2 Members provide services internationally
- 92% of SI Members have >1 hospital; 41% have >10

**Multi-State Member Organizations**

- 4 Members
- 1 Member
- 2 Members
- 15 Members
- 44 Members

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<th>Organization Type</th>
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<tr>
<td>20-25</td>
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**Research & Benchmarking**

Members contributed to several key collaborative surveys and reports:

- SI & Optum: Advancing Care Delivery Innovation in 2021 and Beyond
- SI & Deloitte: Digital Transformation—From a Buzzword to an Imperative for Health Systems
- SI & White House: SI Member Vaccination Efforts in February 2021

In addition to supporting over 50 IT Benchmarking organizations, SI queried Members on a variety of research topics:

- Analytics Staffing
- Emergency Management and Preparedness
- Identity Proofing Service for Vendors, Contractors and Other Non-Clinical Associates
- Price Transparency
- Staff Time Allocation
- Third-Party Extended Data Use
SI 2021 Educational Offerings

Fireside Chats—NEW IN 2021!
SI began its Fireside Chats to highlight key issues listed in the 2020-2021 Roadmap that were affecting CEOs across the country and to engage C-Suite Members and their teams in a new and intimate way. Tackling today’s most critical topics, the series included Payor Provider Collaboration, Digital Transformation, Diversity, Equity & Inclusion and Economic Recovery.

Webinars
Aligning with the 2020-2021 Roadmap, SI ensured programming met key needs. Averaging three events weekly, SI webinars included topics covering:
- Care Delivery Transformation
- Converging IT and Operations
- Virtual Care and Digital Health
- Telehealth: Spanning the Continuum of Care
- Data/Analytics/Interoperability/AI/ML
- Predictive Models, Bias, Health Equity
- Innovation/Disruption

Publications

Industry Inside Edge
“Economic Recovery in a Peri-COVID World” with
- Elizabeth Foshage, EVP & CFO, Ascension;
- Robin Damschroder, EVP & CFO, Henry Ford Health System; and
- Robert Eardley, SVP & CIO, University Hospitals.

“Collaboration and Partnerships” with
- Dick Flanigan, EVP & Brand Ambassador, Cerner;
- Nick Frenzer, COVID-19 Program Lead, Epic;
- Phil Lindermann, VP, Data & Analytics, Epic;
- Mitch Morris, MD, EVP, OptumInsight; and
- Marcus Shipley, SVP, Chief Innovation and Information Officer, Trinity Health.

CEO Viewpoint shared insights from key industry Presidents & CEOs including:
- Tim Dentry, Northern Light Health;
- Bill Manns, Bronson Healthcare;
- Nancy Howell Agee, Carillion Clinic;
- J.P. Gallagher, NorthShore University HealthSystem; and
- Andrea Walsh, HealthPartners.

Executive Outlook highlighted strategies for the year ahead from Chief Clinical Officers and Chief Physician Executives like:
- Scott Rissmiller, MD, EVP & CPE, Atrium Health;
- Marjorie Bessel, MD, CCO, Banner Health; and
- Jordan Asher, MD, SVP & SPE, Sentara Healthcare.

Affinity Group reports captured comprehensive conversations from Summits, Roundtables and Dialogues (see pp. 6-7).

Fall Symposium Overview encapsulated the leading practices unveiled at the inaugural event (see pp. 8-9)

DISTINGUISHED WEBINAR FACULTY

Omer Awan, MBA, CHCIO, PMP, Chief Data & Digital Officer, Atrium Health
Marc Boom, MD, President & CEO, Houston Methodist
Marna P. Borgstrom, CEO, Yale New Haven Health
Paul Briggs, CFO, HonorHealth
Greg Carmichael, CEO, Fifth Third Bank
Kevin Croston, MD, CEO, North Memorial Health
Tina Freese Decker, CEO, Spectrum Health
Joseph Fifer, CEO, HFMA
Cherodeep Goswami, SVP & CIO, UW Health System
Peter Hotez, MD, PhD, Dean, National School of Tropical Medicine; Professor of Pediatrics and Molecular Virology and Microbiology, Baylor College of Medicine
Paul Keckley, PhD, Principal, The Keckley Group
Howard Kern, CEO, Sentara Healthcare
Eric Larsen, President, The Advisory Board Company
John McConnell, Founding Editor, The Lancet
Michael T. Osterholm, PhD, MPH, Director, Center for Infectious Disease Research & Policy, University of Minnesota
Amy Compton-Phillips, MD, EVP & Chief Clinical Officer, Providence
JP Pollak, PhD, Chief Product Officer, The Commons Project
Tom Priselac, President & CEO, Cedars-Sinai Health System
Craig Richardville, MBA, SVP, Chief Information & Digital Officer, SCL Health
Paige Rothermel, COO, BCBS AZ
Craig Samitt, MD, President/CEO, BCBC MN
Roberta Schwartz, PhD, EVP/CIO, Houston Methodist Hospital
John Simon, SVP, Optum Advisory Services
Jane Edison Stevenson, Vice Chair, Board & CEO Services, Korn Ferry
Doug Watson, CFO, Dignity AZ (CommonSpirit)
Scott Weingarten, MD, Professor of Medicine, Cedars-Sinai Health System
Affinity Groups gather Member executives for invitation-only presentations and deep discussion on industry challenges and achievements. In 2021, SI added two new Affinity Groups and continued its Zoom-based Dialogue calls and Summits while also adding a few in-person events around the Fall Symposium. As always, the focus remained on facilitating intimate, trusted conversations that present leading practices, collective experiences and lessons learned. Affinity Group members also gained valuable connection via Microsoft Teams for ad hoc collaboration and collateral sharing.

**Chief Information Officers (CIOs)**
CIOs participated in five Dialogues (some shared with CISOs) around BYOD and remote work. National Security Agency cybersecurity certificate program, polarity management, demand pressure and Windows 11 implementation. Their virtual Summit, “Designing the Future, Defining the Boundaries,” convened 23 CIOs and other senior executives from 22 organizations and an in-person Roundtable, “Envisioning Every Angle: CIOs as Both Strategists and Operators,” challenged 17 SI Members from 15 organizations around Pandemic Speed versus sustainability.

**Chief Information Security Officers (CISOs)**
CISOs met bimonthly to tackle topics such as building effective enterprise risk management programs, cybersecurity at the Board level and CISO fundamentals among other shared concerns with Member CIOs (see left). Their virtual Summit, “Strategic Security: Facing Off Against Threats,” gathered 18 Members from 18 organizations to brainstorm around utilizing effective threat intelligence, enabling security and privacy in an ecosystem and detailing ransomware playbooks and practice.

**Innovation Executives**
Meeting quarterly, these professionals discussed innovation strategies and playbooks, digital disruptors, equity efforts to bridge health and healthcare and employing Alexa and iPhones toward patient/clinical communications. Their virtual Summit, “Making Waves: Innovation as a Cultural Mindset,” gathered 28 professionals from 19 organizations around the DNA of innovation and the waves of disruption, while an in-person Roundtable, “Touchpoints: Keeping Innovation Culture Going,” challenged 22 Members from 17 organizations to hold fast to the best of COVID’s rapid innovating.

**Analytics Leaders**
SI’s Analytics experts met quarterly to consider how to facilitate data-driven digital transformation, create strategic frameworks to boost results, explore governance, and use artificial intelligence and machine learning in today’s health systems. Further considering strategic approaches to stronger analytics, 33 experts from 28 Member and supporting organizations attended the virtual Summit, “Connecting the Dots: Data-Driven Transformation,” which outlined shifting to cloud infrastructure, implementing at the point of care, and predicting the future of analytics.

**CTOs/VP Apps**
SI facilitated quarterly Dialogues, an ad hoc Dialogue and an inaugural virtual Summit for this new group in 2021. Topics included optimizing virtual tools post-COVID, patient-family connecting technology during COVID, strategies for decreasing turnover, defining and communicating IT’s value to the health system, and the next-generation enterprise data warehouse. The Summit gathered 18 professionals and guests from 14 Member and supporting organizations around “Building Health’s Digital Front Door.”

This presentation on real-time dashboards around hospital operations is so timely—I am trying to solve for this right now.

Seraphine Kapsandoy, PhD, RN, Chief Clinical Information Officer, Intermountain Healthcare

I want to thank you for all the work you do to facilitate the many calls and interactive discussions that SI coordinates. Your work is extremely valuable to the many members who both share and learn from these sessions!

Glen Ogletree, System Director, Clinical & Business Intelligence, Munson Healthcare
Telehealth
Over four Dialogue calls, leaders brainstormed around digital care engagement, lessons around asynchronous telemedicine encounters, and improving value to deliver digital health with purpose. Their virtual Roundtable, “National Telehealth Policy Progress and Perspectives,” welcomed 52 leaders from 28 Member organizations plus Kyle Zebley, VP, Public Policy, American Telemedicine Association, to discuss changes in telehealth policy due to COVID-19.

Chief Medical Informatics Officers (CMIOs)
CMIOs met quarterly on Dialogue calls around the 21st Century Cures Act, including information blocking, regulated providers and patient data access/timing; care coordination platforms to address SDoH; and implementation governance. This group also met in person, gathering 19 professionals from 16 organizations for a combined Clinical Informatics Summit, “A Meeting of the Minds: Integrating the Best of Medical Informatics” and an Operations Roundtable, “Blurring the Boundaries: Clinical Leadership, Post-COVID.”

Chief Nursing Informatics Officers (CNIOs)
CNIOs joined the CMIOs for combined Summit and Roundtable events, discussing informatics’ future, the enhanced consumer experience, stronger clinical decision-making, the public health imperative, and the intersection of leaders’ work responsibilities and areas of joy. Further, they met on quarterly Dialogue calls to learn the latest on nursing acuity and capturing workload, successful real-time dashboards around hospital operations, and org design—implementation to optimization.

SDoH Leaders
Quarterly topics entailed aligning health system strategy and equity priorities, bridging the gap between hospitals and community; and determining where to invest and place priorities in community investment efforts. Special sessions discussed vaccine distribution and equity. Further, the in-person Summit, “Catalyst: Sparking Change through SDoH,” coalesced 20 participants and speakers from 11 Member organizations to discover, discuss and dissect the barriers and passageways toward the promise of greater inclusion and less duplication. All told, some 422 SDoH leaders participated in SI’s offerings.

Employee Health Leaders
Convening over three Dialogues, this new group tackled what’s working and what’s needed in employee health, including focusing on the health outcomes of employees as a value-based contract population, taking the pulse on workforce burnout, and developing a provider master data management program for clinical integration.
In 2025, U.S. health systems will emerge as the engines of reinvented public health: a data-driven, highly collaborative ecosystem of public/private entities focused on health and wellness and funded via value-based contracting. This was the key message of SI’s inaugural Fall Symposium in Scottsdale, AZ, which gathered 128 individuals representing 33 organizations.

The key to success of this ecosystem is a digitally integrated, customer-centered platform that blends clinical, genetic, social and psychographic data into a personalized experience for everyone accounting for age, gender, ethnicity, race or socioeconomic situation. Hosting industry thought leaders and collaborating around public health, data, innovation and virtual care models, SI’s Symposium considered the DNA of tomorrow’s systems of health, with panels such as:

- Public Health: *Whose Job is It and Who Pays for It?*
- Levers of Impact to Address Health Equity
- How America Shops for Primary Care
- High-Trust Data and Predictive Modeling
- Digital Health: *What Problems are We Trying to Solve?*
- Creating a Culture of Innovation That Yields Agility
- Redesigned, Tech-Enabled Healthcare to Empower Providers and Patients
- CEO Viewpoints on the Health System of the Future
- CEO Roundtable
- Business Models to Reward Health and Care
- How Nonprofit Health Systems Can Benefit from Entrepreneurship
- Town Hall Forum

**DISTINGUISHED GUEST FACULTY**

- Nancy Howell Agee, President & CEO, Carilion Clinic
- Jay Bhatt, DO, Chief Clinical Product Officers, ACB News Medical Contributor
- Donald Berwick, MD, Senior Advisor, Institute for Healthcare Improvement, CMMI
- Gaurav Dayal, MD, President & COO, Everside Health
- David Entwistle, President & CEO, Stanford Medicine
- Joseph Fifer, FHFMA, CPA, President & CEO, HFMA
- JP Gallagher, President & CEO, NorthShore University Health System
- John Glaser, PhD, Harvard Adjunct Faculty & SI Advisor
- Leslie Haas, Sr Product Manager, AmazonCare
- John Halamka, MD, President, Mayo Clinic Platform
- George Halvorson, Former CEO, Kaiser Permanente & Chairman, Institute for InterGroup Understanding
- Paul Keckley, PhD, Editor, Keckley Report
- Terry Meyerson, CEO, Truveta
- Craig Samitt, MD, Former CEO, BCBS MN
- Bill Tierney, MD, Associate Dean for Population Health & Health Outcomes, Fairbanks School of Public Health, IU-PUI
- Micky Tripathi, PhD, National Coordinator for Health IT, HHS
- Andrea Walsh, President & CEO, HealthPartners
- Scott Weingarten, MD, Chief Innovation Officer, SCAN Health Plan and Prof of Medicine, Cedars-Sinai
- Carolyn Witte, Co-Founder & CEO, Tia

*Getting Reacquainted and Reenergized:*

(1) Todd Dunn, VP Innovation, Atrium Health, and Craig Anderson, Director of Innovation, BayCare Health

(r) Nick Archer, CEO, Project Fulcrum, AdventHealth, and Jackie Gordee, VP Sales, Epic.
Tia Site Visit
SI Members and guests toured Tia—a modern, Membership-based women’s health clinic in partnership with CommonSpirit. Promoting wellness through in-person and virtual-based primary care options, Tia offers collaborative care for women, created by women, and myriad SI Members sought to learn more to replicate such partnerships in their locales.

The new Tia Clinic in Scottsdale—opened during the Symposium—is laying the foundation to a new type of women’s healthcare, as Carolyn Witte, Co-Founder & CEO, explained to guests.

CIO Roundtable
As “Pandemic Speed” accelerated our decision-making, other opportunities emerged as longer-term milestones: The question is, which ones will take us where we need to go? Seventeen members and guests from 15 organizations talked through topics like innovation versus adoption, desirability versus efficiencies and Pandemic Speed versus sustainability.

Clinical Operations Roundtable
Twenty-two Members and guests considered:
- What is your organization’s chief concern that will take the most of your time and effort in the next two years, and
- What is your area of passion? The conversation showed the ways these two paths intersected—or diverged—for these critically important leaders.

Digital Innovation Roundtable
Convening 22 Members and honored guests representing 17 different organizations, SI provided a forum on recruiting talent, designing hybrid work models, facilitating continued innovation, strengthening the new work culture and navigating change management.
Celebrating Our Members

(l-r) Jordan Asher, MD, MS, SVP & Chief Physician Executive, Sentara Health; Gaurov Dayal, MD, President & COO, Everside Health; Leslie Haas, Sr. Product Manager, AmazonCare; Rich Roth, Chief Strategic Innovation Officer, CommonSpirit; and Carolyn Witte, Co-founder and CEO, Tia

The Houston Methodist team: (l-r) Roberta Schwartz, EVP & Chief Innovation Officer; Ken Letkeman, SVP/CIO; Nicholas Desai, MD, System CMIO and Chief Quality Officer at HM Sugarland Hospital; LaTessa Montgomery, VP of Operations; and Michelle Stansbury, VP of Innovation and Corporate IT Systems.
## 2021 Member Engagement

### Most Summit Attendees by Organization
1. AdventHealth, Intermountain Healthcare
2. Bronson Healthcare, Spectrum Health, UCLA Health, University of Chicago Medicine, UW Health
3. Ascension

### Most SI Faculty
1. Mass General Brigham
2. Spectrum Health
3. Intermountain Healthcare

### Most Dialogue Attendees by Organization
1. UW Health
2. Spectrum Health
3. BayCare Health System

### Most Website Logins (relative to organization size)
1. Ascension
2. Spectrum Health
3. Memorial Sloan Kettering Cancer Center

### Most Webinar Attendees by Organization
1. Ascension
2. Memorial Sloan Kettering Cancer Center
3. CommonSpirit Health

### Most Hosted Webinars
1. Mass General Brigham, Spectrum Health
2. Atrium Health
3. Beaumont Health

### Most Attended Teleconference 2021:
June 24’s “How Geisinger is Using Data to Address Social Determinants of Health” with Allison Hess, VP of Health Innovations, and Maria Welch, Innovation Program Manager, Geisinger Steele Institute for Innovation: 310 participants

### Most Downloaded Teleconference 2021:
August 19’s “2022 PFS Proposed Rule Overview” with Dan Golder, DDS, MBA, Principal, and Larry Katzovitz, Senior Advisor, Impact Advisors: 194 downloads via YouTube

SI’s vision—to convene intimate, informal and collegial forums for senior executives to share knowledge—was especially in focus at the Fall Symposium.
## EXECUTIVE COMMITTEE

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<tr>
<td>Donald C. Wegmiller</td>
<td>FACHE, Chairman</td>
<td>Scottsdale Institute</td>
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<tr>
<td>Tom Sadvary</td>
<td>FACHE, Vice Chairman</td>
<td>Scottsdale Institute</td>
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<tr>
<td>Janet Guptaill</td>
<td>President &amp; CEO</td>
<td>Scottsdale Institute</td>
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<tr>
<td>David Classen</td>
<td>MD, MS, Professor of Medicine</td>
<td>University of Utah CMIO, Pascal Metrics</td>
</tr>
<tr>
<td>Patrick J. O’Hare</td>
<td>Former SVP, Facilities, CIO</td>
<td>Spectrum Health</td>
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<tr>
<td>M. Michael Shabot</td>
<td>MD, FACS, FCCM, FACMI</td>
<td>Former EVP and System CCO, Memorial Hermann</td>
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<tr>
<td>Stevenson</td>
<td>Memorial Healthcare System</td>
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## BOARD OF DIRECTORS

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<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>David J. Campbell</td>
<td>MHA, FACHE, Former Senior Advisor</td>
<td>Oakwood Healthcare</td>
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<tr>
<td>Tina Freese Decker</td>
<td>MHA, MSE, FACHE, President and CEO</td>
<td>Spectrum Health</td>
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<tr>
<td>John Glaser</td>
<td>PhD Adjunct Professor, Health Care</td>
<td>Management, Wharton, University of Pennsylvania</td>
</tr>
<tr>
<td>Laura S. Kaiser</td>
<td>President and CEO</td>
<td>SSM Health</td>
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<tr>
<td>Howard P. Kern</td>
<td>FACHE, President and CEO</td>
<td>Sentara Healthcare</td>
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<tr>
<td>Wright L. Lassiter</td>
<td>III, President and CEO</td>
<td>Henry Ford Health System</td>
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<tr>
<td>Thomas M. Priselac</td>
<td>President and CEO</td>
<td>Warschaw Law Chair in Health Care Leadership</td>
</tr>
<tr>
<td>Bruce D. Smith</td>
<td>Former SVP, Information Services, CIO</td>
<td>Advocate Aurora Health</td>
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<tr>
<td>Ferdinand Velasco</td>
<td>MD, CHIO, Texas Health Resources</td>
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<tr>
<td>Scott Weingarten</td>
<td>MD, MPH, CEO, Consultant to CEO</td>
<td>Stanson Health, Consultant to CEO and Professor of Medicine, Cedars-Sinai</td>
</tr>
<tr>
<td>Eugene A. Woods</td>
<td>MBA, MHA, FACHE, President and CEO</td>
<td>Atrium Health</td>
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## EMERITUS - Active

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<tbody>
<tr>
<td>Joseph R. Swedish</td>
<td>FACHE, Former Chairman, President and CEO</td>
<td>Anthem, Scottsdale Institute</td>
</tr>
<tr>
<td>Anthony Tersigni</td>
<td>EdD, FACHE, Former President and CEO</td>
<td>Scottsdale Institute</td>
</tr>
<tr>
<td>Stan Nelson</td>
<td>Founder and Chairman</td>
<td>Emeritus of the Scottsdale Institute, 1926-2012</td>
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## EMERITUS - Honorary

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<tbody>
<tr>
<td>Nicholas Wolter</td>
<td>MD, Former CEO of Billings Clinic, Emeritus</td>
<td>1947-2018</td>
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## SI STAFF

<table>
<thead>
<tr>
<th>Name</th>
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<th>Organization</th>
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<tbody>
<tr>
<td>Janet Guptaill</td>
<td>President &amp; CEO</td>
<td>Scottsdale Institute</td>
</tr>
<tr>
<td>Janice Wurz</td>
<td>VP, Thought Leadership Delivery</td>
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<tr>
<td>Chuck Appleby</td>
<td>Editor in Chief</td>
<td></td>
</tr>
<tr>
<td>John Hendricks</td>
<td>VP, Research &amp; IT Benchmarking</td>
<td></td>
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<tr>
<td>Ricki Levitan</td>
<td>Director, Membership Services</td>
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<tr>
<td>Nancy Navarrette</td>
<td>VP, Technology</td>
<td></td>
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<tr>
<td>Gordon Rohweder</td>
<td>Director, Research</td>
<td></td>
</tr>
<tr>
<td>Stuart Hurley</td>
<td>MBA, MSHA, FACHE, Membership Value</td>
<td>Executive</td>
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<tr>
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<tbody>
<tr>
<td>Cynthia Schroers</td>
<td>VP, Executive Engagement</td>
<td></td>
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<tr>
<td>Margaret Shea</td>
<td>Business Manager</td>
<td></td>
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<tr>
<td>Karen Sjoblom</td>
<td>Affinity Group Communications</td>
<td></td>
</tr>
<tr>
<td>Courtney Olson</td>
<td>Programs Manager</td>
<td></td>
</tr>
<tr>
<td>Barbara Gunning</td>
<td>Web Development Manager</td>
<td></td>
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<tr>
<td>Genevieve Hedland Hill</td>
<td>Event Planner</td>
<td></td>
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<tr>
<td>Shelby Olson</td>
<td>Programs Assistant</td>
<td></td>
</tr>
<tr>
<td>Ishmeet K. Kumar</td>
<td>MHA, CLSSCB, Research &amp; Strategy Manager</td>
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</table>
Member & Sponsor Listing

**Member Organizations**

AdventHealth, Altamonte Springs FL
Adventist Health, Roseville CA
AMITA Health, Arlington Hts. IL
Ascension, St. Louis MO
AtlanticCare, Egg Harbor Twp. NJ
Atrium Health, Charlotte NC
Avera Health, Sioux Falls SD
Baptist Health, Louisville KY
BayCare Health System, Clearwater FL
Baystate Health, Springfield MA
Beaumont Health, Southfield MI
Bon Secours Mercy Health, Cincinnati OH
Bronson Healthcare, Kalamazoo MI
Carilion Clinic, Roanoke VA
Cedars-Sinai Health System, Los Angeles CA
Centura Health, Englewood CO
Children’s Minnesota, Minneapolis MN
CHRISTUS Health, Irving TX
Cincinnati Children’s Hospital Medical Center, Cincinnati OH
Cleveland Clinic, Cleveland OH
CommonSpirit Health, Chicago IL
Emory Healthcare, Atlanta GA
Froedtert & Medical College of Wisconsin, Milwaukee WI
Henry Ford Health System, Detroit MI
HonorHealth, Scottsdale AZ
Houston Methodist, TX
IU Health, Indianapolis IN
Intermountain Healthcare, Salt Lake City UT
John Muir Health, Walnut Creek CA
Loma Linda University Health, CA
Lurie Children’s, Chicago IL
Mass General Brigham, Boston MA
Memorial Health System, Springfield IL
Memorial Healthcare System, Hollywood FL
Memorial Hermann Healthcare System, Houston TX
Memorial Sloan Kettering Cancer Center, New York NY
Methodist Le Bonheur Healthcare, Memphis TN
Michigan Medicine, Ann Arbor MI
Mosaic Life Care, St. Joseph MO
MultiCare Health System, Tacoma WA
Munson Healthcare, Traverse City MI
Northern Light Health, Brewer ME

**Sponsor Organizations**

NorthShore Edward-Elmhurst Health, Warrenville IL
Northwestern Medicine, Chicago IL
OSF HealthCare, Peoria IL
Providence, Renton WA
Rush University Medical Center, Chicago IL
SCL Health, Broomfield CO
Scripps Health, San Diego CA
Sentara Healthcare, Norfolk VA
Sharp HealthCare, San Diego CA
Spectrum Health, Grand Rapids MI
Stanford Health Care, Palo Alto CA
Tampa General Hospital, Tampa FL
Texas Health Resources, Arlington TX
The University of Texas System, Austin TX
Trinity Health, Livonia MI
UCLA Health, Los Angeles CA
U Health/University of Utah, Salt Lake City UT
UK HealthCare, Lexington KY
University Hospitals, Cleveland OH
University of Chicago Medicine, Chicago IL
University of Virginia Health System, Charlottesville VA
UW Health, Madison WI
Virginia Mason Health System, Seattle WA

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According to Forbes, by 2032, the world likely will be amid a digital and physical transformation beyond our expectations; we’re on the cusp of scientific and technological advancements that will change how we live and interact. What, then, lies ahead specifically for healthcare’s digital race?

Healthcare’s digital race requires stamina, innovation and interdependence to build an equitable, digitally enabled healthcare ecosystem that meets individuals where they are in a consumer-friendly way. *Created specifically for C-Suite executives.* SI’s invite-only 2022 Annual Conference includes myriad consumer, innovation and healthcare policy topics, alongside SI’s hallmark *CEO Roundtable* featuring Marna Borgstrom/Yale New Haven Health; Tina Freese Decker/Beaumont/Spectrum Health; Todd LaPorte/HonorHealth; and Eugene Woods/Atrium Health. Key topics include:

- Follow the Money: Fueling Healthcare’s Future
- Follow the Money: Capital Markets
- New Strategies and Partnerships for Population Health and Health Equity
- Breakout Groups: Creative Solutions-Focused Problem-Solving Session
- Reimagining our National Healthcare Workforce
- SI CEO Viewpoints on Affordability, Workforce, Health Equity, and Consumer Experience
- Mass Personalization: Solving the Consumer Experience Puzzle
- Real World Data at the Point-of-Care
- Roundtable Discussion: CIO Debrief
- Reimagining the Healthcare Experience: Changing From Within
- First, Do No (Financial) Harm
- Town Hall Forum