

The Dartmouth Symposium on Health Care Delivery Science

April 7-9, 2016

***Scaling Up:  
What Happens When You Go Big***

*Supported by*

*the Bonni L. Curran Memorial Fund*



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MASTER OF  
HEALTH CARE  
DELIVERY SCIENCE

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DARTMOUTH COLLEGE

# Agenda

## Pre-Conference

**Thursday, April 7**

*Location: Hanover Inn Ballroom*

Noon Arrival and Registration for MHCDS Community

2:00pm Welcome Remarks – Norman Ward '15

Session I: Where Are We Now?

Moderators: Barbara Barnett '13 and Tim Link '15

◆ Benjamin Anderson '16 ◆ Evan Benjamin '17 ◆ Stacey Conklin '14 ◆  
◆ Carolyn Kerrigan '13 ◆ Eric Linson '15 ◆

4:00pm Break

4:30pm Session II: Leading Innovation in Health Care Delivery

◆ Chris Trimble ◆ Rowland Hazard ◆

5:30pm Reception and Dinner

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**Friday, April 8**

*Location: Hanover Inn Ballroom*

8:00am Registration continues, Breakfast

8:30am Session III: Influencing Policy

Introduction: Robin Lunge '13

Moderator: Hope Plavin '16

◆ Linda Lambert ◆ Katherine Van Haste ◆ Anya Wallack ◆

9:30am Break

10:00am Session IV: Workshop: Influencing Policy

Moderator: Alison MacDonald '16

◆ Laura Simoes ◆

11:30am Reflection and Transition to General Symposium  
Moderator: Lucas Ladden '15

Noon Lunch/Break

## General Symposium

**Friday, April 8**

*Location: Hanover Inn Ballroom*

- 1:00pm Registration of General Attendees
- 1:30pm Welcome Remarks – Christine Blaski '14
- Session V: Scaling Up: Academic Perspectives
- Moderator: Wendy Arnone '14  
♦ Sydney Finkelstein ♦ Kevin Keller ♦ Robert Shumsky ♦ Anant Sundaram ♦
- 3:00pm Break
- 3:30pm Session VI: Live Case Studies: Experiencing Consolidation
- Moderator: Christine Schon '16  
♦ Elizabeth Brady '13 ♦ Stephen Utts '17 ♦ Penny Walker '17 ♦
- 5:30pm Reception followed by Dinner and Keynote Speech  
Welcome Remarks – Peter Curran '13  
Keynote Speakers: Lindsay Martin and Josh Marehbian
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**Saturday, April 9**

*Location: Hanover Inn Ballroom*

- 8:00am Registration continues, Breakfast
- 8:30am Session VII: Realigning Services: the Northwell Health Example
- Moderator: Michael Goldberg '13  
♦ Brandon Cole '15 ♦ Tara Laumenede '13 ♦ Leslie Lindenbaum '13 ♦ Tina Thiara-Daniel '17 ♦
- 10:00am Break
- 10:30am Session VIII: Perspectives from the C-Suite: Scaling Up
- Moderator: Tim Fisher '13  
♦ Elyse Allan ♦ Richard Park ♦ Jeff Weiss ♦
- 11:30am Symposium Adjourns

## 2016 SYMPOSIUM KEYNOTE SPEAKERS

### LINDSAY MARTIN

Executive Director and Improvement Advisor  
Institute for Healthcare Improvement (IHI)



Lindsay has been with IHI since August 2004, focusing on innovation and system-wide improvement. As Executive Director, she oversees IHI's Innovation process, working to find new solutions to difficult problems in health care and bringing those solutions into prototype testing, which often includes applying best practices and innovations from industries outside health care. As a result of her work on innovation projects, Ms. Martin serves as faculty for the business case for quality improvement, system measurement, and regional data as applied to improvement. In addition, she is IHI's content lead for employer driven health care. She serves as a coach to other health care organizations looking to implement innovation programs. As an Improvement Advisor, Ms. Martin serves as faculty teaching the Model for Improvement, reliability science, and data collection and analysis. She works with front-line teams in the US and abroad to better understand and apply quality improvement in their settings. Ms. Martin teaches quality improvement in the Health Policy and Management Department at the Harvard School of Public Health. In addition, she is a member of the Board of Trustees for the New England Organ Bank.

### JOSH MAREHBIAN

Director of Health and Wellness  
The Wonderful Company

Josh Marehbian is Director of Health & Wellness at The Wonderful Company (formerly known as Roll Global), where he has been working with the company's leadership to change the paradigm of healthcare delivery and foster a culture of well-being for the company's employees, their families and California's Central Valley. Wonderful Health & Wellness has launched two enhanced primary care clinics and is developing a wraparound health and wellness program that brings education, access, outreach and tools to underserved households. Prior to Wonderful Health & Wellness, Josh was a member of The Wonderful Company's strategy group, working with the company's executives on complex business problems. Prior to joining The Wonderful Company, Josh was at Credit Suisse's Investment Banking Division, advising clients on M&A and capital raising transactions. He is interested in developing and delivering tools and resources to consumers to help drive healthier decision making, especially among underserved communities. Born and raised in Los Angeles, Josh received his undergraduate degree in mathematics and life sciences from UCLA. He also received a Master's degree in public health from Dartmouth Medical School and a Master's degree in business administration from The University of Chicago Booth School of Business.



NOTES:

## Biographies



**M. Elyse Allan**, in her role as President and Chief Executive Officer of GE Canada and Vice President GE, Elyse is a passionate champion for Canada's competitiveness, advancing the country's science and technology base and competitive fiscal policy.

She actively engages in developing and shaping public policy through industry groups, research and advocacy organizations. Elyse serves on the Board of Directors for the C.D. Howe Institute and the Conference Board of Canada. As well, she recently completed her Board term at the Canadian Council of Chief Executives and the Canadian Chamber of Commerce, where she also served as Chair. Elyse has participated on a number of federal and provincial government advisory boards focused on Canada's competitiveness, energy strategy, economic development, transportation strategy and access to credit. Elyse works to advance innovation and entrepreneurship through her role on the MaRS Discovery District Board of Directors and the leadership council for Scale Up Ventures. She has been recognized as a Top 100 Women of Influence by the Women's Executive Network, is a YWCA 2012 Woman of Distinction (Business), and by Maclean's and Canadian Business Magazines as one of Canada's most influential business leaders. In 2014, Elyse was appointed Member of the Order of Canada for her community engagement and achievements as an innovative business leader.

Elyse's GE career began in 1984 and has spanned the US, Canada and several industrial and consumer GE businesses including aviation, energy and lighting. Her career outside GE included executive positions in the health care, energy and non-profit sectors.

She received a Bachelor of Arts degree from Dartmouth College in New Hampshire where she studied Biology and environmental studies and an MBA from the Amos Tuck School of Business at Dartmouth. An active alumnus, she currently serves on the Tuck School Board of Overseers. Elyse holds honorary doctorate degrees from Ryerson University, Saint Mary's University and Royal Roads University.



**Benjamin Anderson, MBA, MHCDS** (MHCDS '16) is the CEO of Kearny County Hospital in Lakin, Kansas. He holds Bachelor of English and Master of Business Administration degrees from Drury University in Springfield, MO. He is part of the MHCDS class of 2016. Mr. Anderson has been recognized nationally for the development of a creative medical provider recruitment model, attracting mission-focused physicians to underserved US communities by offering them generous Paid Time Off packages that they may use to serve in developing countries. In partnership with the KU School of Medicine and Blue Cross/Blue Shield of Kansas, he led the design

of an HRSA-funded healthcare delivery transformation effort, focused on reducing unnecessary Emergency Room utilization.

Prior to his work in Kearny County, he was the CEO of Ashland Health Center, where he developed a nationally-acclaimed, collaborative women's health initiative to promote and fund preventive screenings for

underserved women. The program won an Emmy Award and was featured in *Sports Illustrated* in 2009. In 2014, Mr. Anderson was one of *Modern Healthcare's* 12 Up-And-Comers. In 2015, he was one of 24 Rising Stars under 40 in *Becker's Hospital Review*.



**Wendy Arnone, MBA, MHCDS** (MHCDS '14) from 2007 until accepting her current role in May 2014, Wendy led UnitedHealthcare of Wisconsin as President and CEO. Under her leadership, the Wisconsin health plan made significant and sustained progress towards the company's broader strategic priorities for growth, affordability and quality, relationships and innovation, earning top honors as the highest performing health plan in the company for 2012. In October 2013, her portfolio expanded to include UnitedHealthcare of Michigan.

Prior to joining UnitedHealthcare, Wendy served as VP of network management for Excellus BlueCross BlueShield in Syracuse, where she was responsible for provider contracting strategy and implementation for two million members. She has also held management positions with HealthNow and Aetna in New York focusing on medical management, sales, network management and quality initiatives. Wendy began her career as an RN, working in both the inpatient hospital and public health arenas.

During her tenure in Wisconsin, Wendy served as co-chair of the Well City Milwaukee CEO Council on Workplace Wellness and was an active board member of the Alliance of Health Insurers and the Health Insurance Risk-Sharing Plan Authority (HIRSP). She also co-chaired the Health & Life Insurance Advisory Council of the State of Wisconsin's Office of the Commissioner of Insurance (OCI).

Wendy holds a Master's degree in Health Care Delivery Science from Dartmouth College, an MBA from LeMoyne College and a BS in nursing from SUNY-Buffalo.

UnitedHealthcare is dedicated to helping people nationwide live healthier lives by simplifying the health care experience, meeting consumer health and wellness needs, and sustaining trusted relationships with care providers. The company offers the full spectrum of health benefit programs for individuals, employers and Medicare and Medicaid beneficiaries, and contracts directly with more than 800,000 physicians and care professionals, and 6,000 hospitals and other care facilities nationwide. Globally, UnitedHealthcare serves more than 45 million people in health benefits and is one of the businesses of United Health Group (NYSE: UNH), a diversified Fortune 50 health and well-being company.



**Barbara Barnett, MD, MHCDS, FACEP, FACP** (MHCDS '13) is the Chief Medical Officer and Senior Vice President at Mount Sinai Beth Israel Medical Center in NYC. She is currently transforming her hospital by strategically developing clinical programs to better meet the needs of the community. She is board certified in both Emergency Medicine and Internal Medicine and practices both disciplines. She spent most of her career as a Residency Director and educator of medical students. She developed the Combined Emergency Medicine/Internal Medicine/Critical Care Residency program at Long Island Jewish Medical Center and became the Co-Director of the National

Combined Residency Directors Council. In 2010, she became the Associate Chair of Internal Medicine for the NS-LIJ Healthcare system where she developed a passion for hospital operations and subsequently switched gears to focus her attention on Quality and Performance Improvement work. She completed the Greater New York Clinical Quality Fellowship teaching and the e-Coach the Coach program at The Dartmouth Institute. Refusing to accept that status quo she developed a strong interest in Improving Care for patients and population health. She was in the inaugural class of the Master of Health Care Delivery Science at Dartmouth and remains an active member of that program by serving on their steering committee and moderating the Annual Symposium on Health Care Delivery Science.



**Evan M. Benjamin, MD, FACP** (MHCDS '17), is Professor of Medicine at Tufts University School of Medicine and the Sackler School of Graduate Biomedical Sciences as well as Senior Vice President for Quality and Population Health and Chief Quality Officer, Baystate Health in Springfield, Massachusetts.

Dr. Benjamin, a board certified internist, founded the Division of Healthcare Quality at Baystate in 2000 and helped to create the Center for Quality of Care Research in 2006. His work has helped to transform healthcare within the five hospital Baystate Health system garnering a number of national awards and has been a model for other healthcare organizations.

Nationally recognized for his work in outcomes management, and quality-of-care improvement, his publications have appeared in more than 50 articles in major journals. His research in measuring quality, patient safety and health policy has been published in the *New England Journal of Medicine* and *JAMA*. He has contributed to five books including *Healthcare Quality: The Clinician's Primer* (ACPE 2012).

Currently, he is on the editorial board for the *American Journal of Medical Quality*, and is an active reviewer for *JAMA*. He is an active faculty member for the Institute for Healthcare Improvement (IHI) in Cambridge, MA where he teaches improvement and leadership courses. He sits on the Premier, Inc. Board Quality Committee and chairs the Premier, Inc. Strategic Clinical Advisory Committee. Dr. Benjamin speaks nationally regarding the impact of the healthcare delivery system on the quality and safety of healthcare. He sits on a number of national policy committees and health system Boards.

Dr. Benjamin received his BA in chemistry with highest honors from Williams College, Williamstown, MA; his MD from Case Western Reserve University School of Medicine in Cleveland, OH; post-graduate education in Internal Medicine at Yale-New Haven Hospital, Yale University School of Medicine and is receiving his Master's degree in Health Care Delivery Science from Dartmouth College.





**Elizabeth W. Brady, MD, MBA, MHCDS (MHCDS '13)**, graduated from Dartmouth College in 1978 and from Dartmouth Medical School in 1982. Completed General Surgery training at Hartford Hospital/UCONN in 1987 and spent three years on active duty in The US Naval Medical Corps as a general surgeon stationed in Yokosuka, Japan. Completed a Surgical Critical Care Fellowship at Hartford Hospital/ UCONN in 1991 after serving in Operation Desert Storm. Began private group practice as a general surgeon/surgical intensivist in 1992 at Hartford Hospital. Limited practice to breast surgery only in 1998 and served as the first medical director of the Hartford Hospital multidisciplinary breast program for 4 years. Transitioned from a six member private

surgical group practice to an employed multispecialty provider group of over 280 with plans to double the size over the next three years serving in multiple leadership roles. Assistant Clinical Professor of Surgery at UCONN Medical School and Adjunct Assistant Professor of Surgery at Geisel School of Medicine.



**Brandon Cole (MHCDS '15)** is the Associate Executive Director of Operations & Innovation at LIJ Medical Center. In this role, he is responsible for the day-to-day management of the physical plant, environmental services, patient navigation, materials management, safety, communications, industrial engineering and project management across the 583 bed hospital. In addition, Mr. Cole is responsible for strategic initiatives as a liaison with the Emergency, Surgical, Cardiology, Medicine and Dental Departments within the campus. Since joining Northwell Health, he has been instrumental in operationalizing a \$350 million, 162 bed inpatient pavilion and has led

efficiency projects around patient flow, supply chain management and expense reduction.

Prior to joining Northwell in 2011, Mr. Cole held a variety of leadership positions at IBM and was most recently a Deputy Project Executive with oversight of 100+ consultants and client contracts totaling more than \$100 million in total revenue.

He received his Master of Health Care Delivery Science from Dartmouth College. Mr. Cole also holds a Bachelor's in Business Logistics and Master of Manufacturing Management from The Pennsylvania State University.



**Stacey A. Conklin, MSN, MHCDS, RN, NE-BC (MHCDS '14)**, is the Director of Nursing for Surgery at Mount Sinai Beth Israel. She is responsible for directing the nursing operations for the surgical units, interventional radiology, employee health and wound care departments. She has an extensive background in information technology and works collaboratively with the clinical staff to optimize the use of technology solutions to support the needs of the patients, staff and the community.

Ms. Conklin holds a Nurse Executive certification as well a certification in Nursing Informatics from the American Nurse Credentialing Center. She is a member of the American Nurses Association, the American College of Health Care Executives and serves on the HIMSS Nursing Informatics Task Force. Ms. Conklin's academic experience includes serving as Adjunct Faculty at Molloy College where she teaches Nursing

Informatics at the master's level. She holds a Master of Health Care Delivery Science from Dartmouth College, a Master of Science in Nursing from Walden University and a Bachelor of Science in Nursing from Molloy College.



**Sydney Finkelstein** is the Steven Roth Professor of Management and Director of the Center for Leadership at the Tuck School of Business at Dartmouth College, where he teaches courses on Leadership and Strategy. He is also the Faculty Director of the flagship Tuck Executive Program, and has experience working with executives at a number of other prestigious universities around the world. He holds degrees from Concordia University and the London School of Economics, as well as a Ph.D. from Columbia University in strategic management.

Professor Finkelstein has published 20 books and 80 articles, with several bestsellers, including the #1 bestseller in the U.S. and Japan, [Why Smart Executives Fail](#). Based on a six-year study of 51 companies and 200 interviews of business leaders, the book identifies the fundamental reasons why major mistakes happen, points out the early warning signals that are critical for investors and managers alike, and offers ideas on how organizations can develop a capability of learning from corporate mistakes. On *Fortune* Magazine's list of Best Business Books, the *Wall Street Journal* called it "a marvel – a jargon-free business book based on serious research that offers genuine insights with clarity and sometimes even wit ... It should be required reading not just for executives but for investors as well." It has also been featured in media around the world and has been translated into 12 languages.

His latest bestselling book is [SUPERBOSSSES: How Exceptional Leaders Master the Flow of Talent](#). Once again he has undertaken extensive research over a ten year period of some of the most intriguing business leaders in the world who all have one thing in common – they helped develop the best talent in their industry sectors, who in turn helped them become the legendary successes they are today. What they did, and how they did it, is shared via fascinating profiles and seven management practices that separate the best bosses from the merely good ones. LinkedIn Chairman Reid Hoffman calls it "a leadership guide for the Networked Age," while Jeff Immelt, Chairman and CEO of GE, says "*Superbosses* gives leaders a playbook to bring out the best in their people."

Professor Finkelstein is a Fellow of the Academy of Management, and has had three books nominated for the Academy of Management's Terry Book Award, the most prestigious such honor in the field. His other awards include Finalist for the Academy of Management Executive Best Paper Award (2004), the McKinsey & Company Strategic Management Society Best Conference Paper Prize Honorable Mention (2002), the Best Paper Award from the Academy of Management Executive for his article "Leveraging Intellect" (1997), two Citations of Excellence from ANBAR, the world's leading guide to management journal literature (1997 & 1998), the Cenafoni Prize for research in Entrepreneurial Strategy (1991), and finalist for the A.T. Kearney award for the best research in strategic management (1988).

Professor Finkelstein is a recognized thought leader on leadership, strategy, and corporate governance, and is listed on the "Thinkers 50," the most prestigious ranking of management thinkers in the world. He is well known for his keynote speeches and television appearances, and is a regular [columnist for the BBC](#). He has worked as a consultant and speaker for major companies around the world, including Aetna, American

Express, Bank of Montreal, Barclays, BlackRock, Boeing, Cerberus, Chevron, Comcast, Deloitte, Deutsche Bank, Eaton, Freddie Mac, GE, General Dynamics, Glaxo, Heinz, Hitachi, ING, ITT, J&J, JP Morgan Chase, Mayo Clinic, Korn-Ferry, McGraw-Hill, McKinsey, Merrill Lynch, Monsanto, Morgan Stanley, Novartis, PwC, Raytheon, Roche, Rollins, Russell Reynolds, UBS, and United Technologies.



**Timothy Fisher, MD, MS** (MHCDS '13) currently serves as the Dartmouth-Hitchcock Associate Clinical Service Line Leader for Women's Health, Chair of the Department of Obstetrics and Gynecology at Cheshire Medical Center/Dartmouth Hitchcock Keene, and Adjunct Assistant Professor of Obstetrics and Gynecology at the Geisel School of Medicine at Dartmouth, from which he also graduated. He is also currently serving as the interim Medical Director for the Northern New England Perinatal Quality Improvement Network (NNEPQIN).

He completed his Ob/Gyn internship and residency at Naval Medical Center, San Diego and tours of duty at Naval Hospital Roosevelt Roads Puerto Rico and Naval Hospital Pensacola Florida before returning to New England in 2006.

In 2013, he graduated from the inaugural class of the Master of Health Care Delivery Science program at Dartmouth, a joint venture between The Dartmouth Institute for Health Policy and Clinical Practice (TDI) and the Tuck School of Business, which prepares physician and executive leaders to improve the quality and efficiency of our health care system.

He has participated as a member of numerous committees and initiatives at the local, regional, and national level to include:

- Steering Committee member, Northern New England Perinatal Quality Improvement Network
- Delegate to the 2010, 2012, and 2014 Home Birth Summits
- ACOG Patient Education Committee
- ACOG Committee on Gynecology Practice
- ACOG Armed Forces Junior Fellow Navy Section and District Chair

His professional interests include perioperative and obstetrical patient safety, integrated substance abuse treatment, quality and process improvement, delivery model redesign, and physician leadership.



**Michael Goldberg, MBA, MHCDS** (MHCDS '13) is executive director of Long Island Jewish Medical Center where he is responsible for day-to-day operations of the hospital's 583 beds, 6,500 employees and 4,000 physicians. Working with the leadership team at LIJ, Mr. Goldberg is focused on driving clinical and operational initiatives to ensure appropriate, safe, efficient, innovative care to the people who trust LIJMC for their health care needs. In this role he focuses on operations, quality, finance, patient satisfaction and staff performance. Mr. Goldberg has been a part of

Administration in various progressive roles at LIJMC since 2009 including the hospital's finance lead.

Before coming to LIJMC in 2009, Mr. Goldberg worked in the finance department at the Northwell Health for nine years. In finance, he worked in the financial planning department where he was responsible for capital planning, business plans, and financial analytics.

In addition to his responsibilities at the Northwell Health, Mr. Goldberg is currently an Adjunct Professor at Hofstra University in the Department of Health Professions, School of Health Sciences and Human Services where he teaches graduate level students.

Michael received his Master of Health Care Delivery Science as part of the 2013 inaugural class from Dartmouth College. He holds a Bachelor's degree from the University of Rhode Island in Business Administration, and a MBA in Finance from Hofstra University, Frank G. Zarb School of Business.



**Rowland G. Hazard, MD FACP** is currently Professor of Orthopaedics and Medicine at the Geisel School of Medicine at Dartmouth and Director of the Functional Restoration Program at the Dartmouth-Hitchcock Medical Center in Lebanon, New Hampshire. He has been educated and trained at Harvard College (Classics), University of Vermont Medical School (MD), University of Rochester / Strong Memorial Hospital (Internal Medicine) and University of Texas (Orthopaedic Surgery). He was a cofounder of the Spine Institute of New England. His invention of pneumatic continuous passive motion in seating was the foundation of Ergomedics, Inc. (Chairman and CEO) and subsequently Backcycler, LLC (President). His career of research, publication, teaching and clinical work has focused on helping people disabled by painful spinal disorders have better lives. He has experienced the joy of medicine, the alacrity of entrepreneurship, and the frustration of institutional administration.



**Kevin Lane Keller** is the E. B. Osborn Professor of Marketing at the Tuck School of Business at Dartmouth College. Keller's impressive academic resume includes degrees from Cornell, Duke, and Carnegie-Mellon universities, award-winning research, and faculty positions at Berkeley, Stanford, and UNC. Through the years, he has served as brand confidant to marketers for some of the world's most successful global brands, including Accenture, American Express, Disney, Ford, Intel, Levi-Strauss, L.L. Bean, Procter & Gamble, Samsung, and Starbucks. His textbook, *Strategic Brand Management*, in its 4<sup>th</sup> edition, has been adopted at top business schools and leading firms around the world and has been heralded as the "bible of branding." He is also the co-author with Philip Kotler of the all-time best selling introductory MBA marketing textbook, *Marketing Management*, now in its 15<sup>th</sup> edition. From July 1, 2013 to July 1, 2015, he served as the Executive Director of the Marketing Science Institute.



**Carolyn L. Kerrigan, MD, MHCDS, (MHCDS '13)** Professor of Surgery and of The Dartmouth Institute Dartmouth-Hitchcock has close to 30 years of diverse leadership experience as a clinician, educator, researcher, healthcare leader and mentor with significant accomplishments in systems redesign, quality improvement, physician performance measurement, strategic planning and teambuilding. Dr. Kerrigan received her bachelor's degree and medical training at McGill University in Montréal, Québec. Her plastic surgery training was completed at McGill and her hand surgery fellowship at New York University. She practiced in Montréal for 12 years and was President of the Canadian Society of Plastic Surgeons. She moved to Dartmouth in 1996 where she served as Section Chief of Plastic Surgery at D-H from 1998-2009 and Residency Program Director of Plastic Surgery from 1997-2013. She received her Master of Health Care Delivery Science from Dartmouth College in 2013. Dr. Kerrigan is currently teaching in the MHCDS program and coaching quality improvement to diverse frontline teams.

Under Dr. Kerrigan's leadership, Dartmouth Hitchcock Medical Center has implemented a system wide program to integrate patient generated health data and self-reported outcome assessment in clinical practice. As the program has strived to optimize both the patient and clinician experience, Dartmouth has transitioned through 3 different IT platforms and undertaken significant role redesign, workflow redesign and cultural transformation. Patient Family Advisors are integral to this work. Dr. Kerrigan also has a strong interest in the measurement of physician performance. She was instrumental in developing the Maintenance of Certification program for the American Board of Plastic Surgery and leads the Ongoing Professional Practice Evaluation program at Dartmouth Hitchcock Medical Center.



**Lucas Ladden, MHCDS (MHCDS '15)** is a trusted advisor and proven leader with over twelve years of experience working in complex health care organizations. He currently is a Senior Director at UnitedHealthcare, where he leads a team that focuses on simplifying processes and implementing technology to gain efficiencies in accuracy, turnaround time, data analysis, and user/ member satisfaction. Prior to this he was a Manager in PriceWaterhouse Coopers (PwC) Health Care and Information Technology (IT) consulting practice where he focused on provider IT strategy and implementation.

Lucas continues to advise and work with provider organizations through his own consulting practice.

Lucas has extensive health care background, focused on the payer and provider sectors of healthcare. He leads through careful analysis, relationship building, and development of thought leadership to ensure success of programs and organizations.





**Linda Lambert** is a graduate of the State University of New York, Empire State College with a BS in Business, Management and Economics with a concentration in Health Policy and Management. She has been in Medical Society Management for more than 35 years, and is a Certified Association Executive (CAE) and in 2013 was awarded the American Medical Association Lifetime Achievement Award for “contributing substantially to the goals and ideals of the medical profession”. She has served on numerous national and state health care organizations’ Board of Directors and as President of the American Association of Medical Society Executives. She currently serves as Executive Director of the New York Chapter of the American College of Physicians (an organization representing 12,000 New York Internists), Executive Director of NYACP Services, Inc. and as President of its subsidiary, I M Research and Service Corp. Linda is a registered lobbyist and has worked for more than 25 years with members of the New York State Legislature, the Governors’ office and the New York State Education and Health Departments to monitor, draft and modify various legislative and regulatory proposals in the area of health care delivery.



**Tara Laumenede, MHCDS (MHCDS '13)** currently holds the position of Senior Administrative Director of Patient Care Services at North Shore University Hospital (NSUH), an 806 bed quaternary academic-teaching hospital and the flagship hospital of Northwell Health. Her current organizational responsibilities include administrative and clinical oversight related to nursing services of Critical Care, Neurology, Neurosurgery, Cardiac and Cardiac Surgery service lines with extended oversight of additional areas as needed. She is responsible for Operational Performance, Financial Performance, Employee Investment, and Quality Improvement in these areas. Her current annual budget is over \$100 million with over 800 FTEs. Tara assists in the establishment of the nursing strategic plan and establishment of best practice standards for nursing system-wide. She has taken lead roles in both hospital and system initiatives including successful achievement of American College of Surgeons Level 1 Trauma Designation and Joint Commission Comprehensive Stroke Center Designation. She has taken an active role in the development and implementation of the Flight Program “SkyHealth” for Northwell Health. She is the current co-chair of the newest health system initiative, “The ABCDE Collaborative”.

Prior to transferring to NSUH, Tara was in a Director of Nursing position at NSUH’s “sister” hospital, Long Island Jewish Medical Center (LIJMC). Here she was responsible for Operational Performance, Financial Performance, Employee Investment, and Quality Improvement primarily in Critical Care, Cardiac, and Cardiac Surgery. Tara had in-depth involvement with Magnet preparation towards the ultimate Magnet achievement at LIJMC. She was involved with the planning and design of a new 150+ bed inpatient tower, which included a successful innovative model of care and transformation of the patient care environment.

For 2016, Tara has been accepted to The Academy GE Fellow’s Program for Nurse Executives. This is a comprehensive two-year leadership development program designed for high potential administrative, financial, nurse, and physician executives. As a Nurse Executive Fellow, Tara was nominated and mentored by the system Chief Nurse Executive. Only six to eight highly qualified Fellows are selected for each class. The Academy provides unique, executive peer learning, complemented with rigorous and highly targeted research and advisory services to executives of Top-100 health systems.

Tara received her Master of Health Care Delivery Science from Dartmouth College as part of the inaugural class of 2013. She received her Master of Science in Nursing from Molloy College, and her Bachelor of Science in Nursing from the State University of New York at Binghamton.



**Leslie S. Lindenbaum, RN MHCDS** (MHCDS '13) has been an Associate Executive Director at Long Island Jewish Medical Center, a member of the Northwell Health since February 2011. In her current role at LIJMC, Leslie has responsibility for Quality and Patient Safety, Pharmacy, Institutional Safety, Clinical Engineering, Infection Control, Case Management and Social Work, Medical Library, Community Affairs, Marketing, Food and Nutrition, Ambulatory Care Unit, Volunteers, and the OB service line.

Previous positions include Administrative Director at the Mount Sinai Medical Center in NY and Vice President of Patient Safety and Risk Management at MCIC Vermont, A RRG owned by Johns Hopkins, NY Presbyterian, University of Rochester and Yale School of Medicine where she facilitated inter-hospital patient safety initiatives.

Leslie has a Master of Health Care Delivery Science from Dartmouth College.



**Tim Link** (MHCDS '15) graduated from the University of Michigan with a BS in Industrial and Operations Engineering (IOE) in 2009 and a Master's degree in Health Care Delivery Science from Dartmouth College in 2015.

From 2009 to 2015 Tim worked for the Bureau of Medicine and Surgery (BUMED) which is the headquarters of the Navy's medical system. While at BUMED, Tim worked on a host of performance improvement initiatives ranging from obstetrics to supply chain.

Tim is currently an Associate Director at United Healthcare. At United Healthcare Tim works on a host of initiatives related to business process improvement and business technology implementation.



**Eric Linson, MBA, MHCDS** (MHCDS '15) at UI Health Care Adult Hospitalist Service and Palliative Care Service is the administrator for the Adult Hospitalist Service, a 52 person provider group touching over 8,000 patients admitted each year to UI Hospitals and Clinics. In November 2014, Eric took over administrative duties of the Palliative Care Service after serving as Division Administrator for the Division of General Internal Medicine. Besides administering all business and financial operations, Eric's interests include supporting inpatient quality and process improvement, data management, and post-hospitalization transitions of care.

Eric received a BA in zoology in 1998 from the University of Arkansas. In 2010, he received a MBA in health

care management from Harding University in Searcy, Arkansas. Eric graduated with a Master's degree in Health Care Delivery Science from Dartmouth College in June 2015.

For ten years Eric was an athletic trainer, spending seven years at the University of Arkansas delivering care to the Arkansas Razorbacks. Three years before, he was an athletic trainer and public relations coordinator providing community outreach for Sparks Health System in Fort Smith Arkansas. From 2009 until he joined the staff in the UI Department of Internal Medicine in 2011 he worked with Mercy Health System of Northwest Arkansas. At Mercy, Eric implemented and launched a new service line, the Mercy Pain Center, and led a multidisciplinary team in development of a new orthopedic joint replacement program.



**Robin Lunge, MHCDS, JD** (MHCDS '13) is the Director of Health Care Reform in Vermont's Agency of Administration and is charged with coordinating and overseeing the state's health care reform efforts. In addition, she serves as liaison to the Green Mountain Care Board – an independent board charged with designing and administering health care payment and delivery system reform. Previously Lunge served as nonpartisan staff attorney at Vermont Legislative Council and provided drafting and staff support in health and human services issues to members of the Vermont Legislature. She also worked for the Center on Budget and Policy Priorities in Washington D.C. as a senior policy analyst on public benefits issues. Her areas of expertise are federal and state public benefit programs, health care and health care reform, and international trade policy.

Lunge holds a B.A. from the University of California Santa Cruz, a J.D. from Cornell Law School and a Master of Health Care Delivery Science from Dartmouth College.



**Alison MacDonald, MHCDS** (MHCDS '16) is health policy advisor to Senator Jeanne Shaheen (D-NH). In that capacity, she is responsible for all aspects of the Senator's health care portfolio, including

Medicare, Medicaid, FDA, public health, women's health and global health. Alison also handles the Senator's Appropriations Committee work for the Labor, Health and Human Services, Education and Related Services Appropriations Subcommittee as well as the global health and family planning portions of the State, Foreign Operations and Related Programs Appropriations Subcommittee.

Prior to work on Capitol Hill, Alison worked at the National Association of Public Hospitals and Health Systems and as National Field Director for the U.S. Global Leadership Campaign. A native of New Hampshire, Alison received her undergraduate degree in political science from Colgate University and a Master's of Public Administration from American University. She received her Master of Health Care Delivery Science from Dartmouth in 2016.





**Richard Park, MD** is board certified in emergency medicine and completed his medical studies at Albert Einstein College of Medicine in NY. He completed his training in emergency medicine at Long Island Jewish Medical Center's Residency program where he served as chief resident. Dr. Park continued his career as the Associate Program Director of the residency program at NS-LIJ's emergency department and was awarded the Teaching Attending of the Year Award by his residents for 2003, 2004, 2005 and 2006.

In 2007 he was recognized as an expert educator and awarded a system-wide award and additionally participated in the "Teach the Teacher" fellowship program. He is the author and co-editor-in-chief of McGraw-Hill's Intensive Review of Emergency Medicine. In addition, he educates residents and attending physicians alike as the co-director of the NS-LIJ's Manhattan Board Review for Emergency Medicine. He is also a graduate of the Wharton School of Business at the University of Pennsylvania. Dr. Park's expertise in all facets of urgent care delivery and operation, combined with his vision for delivering easily accessible, top quality medical care have made CityMD the best place in New York City for urgent care.



**Hope Plavin, MPA, MHCDS** (MHCDS '16) is the Director of the Division of Quality and Patient Safety at the New York State Department of Health. As Director, Ms. Plavin oversees policies and programs that drive and assure high quality care and assurance of patient safety throughout New York State. Most recently, Ms. Plavin has led New York State's development of a State Health Innovation Plan which seeks to achieve the triple aim through an overarching policy and program framework that pilots and scales innovative approaches to healthcare delivery and payment and to promote innovations in workforce and supporting data/technology. The plan promotes the use of economic tools to incent purchasers, insurers and consumers to utilize high value, evidence-based health services.

The plan's overarching goal is to assure that 80 percent of all New Yorkers are enrolled in a "value-based" care system that results in the following key outcomes:

- Achieving or maintain top quartile performance among all States for adoption of best practices and outcomes in disease prevention and health improvement;
- Achieving a 20 percent reduction in avoidable hospital admissions and; and
- Generating \$5-10 billion in cumulative savings by shifting the locus of care and curbing increases in unit prices for health care products and services that are not tied to quality.

Ms. Plavin is a native New Yorker, having attended the State University of New York at Stony Brook with a degree in Economics and the Rockefeller College of the State University of New York at Albany with a degree in public administration.



**Christine A. Schon, MPA, FACMPE, MHCDS** (MHCDS '16) serves as Vice-President for Dartmouth-Hitchcock's Community Group Practice Divisions located in southern New Hampshire. As the senior, non-physician leader, she is responsible for overseeing the operating and financial performance of four divisions consisting of over 350 providers. Other professional healthcare experience includes key roles in clinical and business operations within large, multispecialty group practices in New York, Montana and Oregon.

Chris holds a Master's Degree in Public Administration from Northern Illinois University and is a Fellow, American College of Medical Practice Executives. She served as the Chair of the Board of the Medical Group Management Association (MGMA) and as Co-Chair of the MGMA CEO Search Committee. She was a member of the Value Proposition Task Force, National Patient Safety Foundation (NPSF). She currently serves as the business representative on the State of New Hampshire Coordinating Council for Transportation. Chris has presented at state, local and national professional meetings on topics related to physician group practice operations. In addition, she has taught graduate level courses on medical information systems, U.S. healthcare systems and organizational development.



**Robert Shumsky** is a Professor of Operations Management at the Tuck School of Business at Dartmouth and is the Faculty Co-Director of the MHCDS program. His research focuses on the improvement of service operations, with particular emphasis on the coordination of service supply chains in which service provision is split among multiple firms. He has conducted research on the U.S. air traffic management system and studied transportation operations for state agencies and the Federal Aviation Administration. He has also served as a consultant for both manufacturing and service operations, including call centers and health care providers. Professor Shumsky has published recent articles in *Manufacturing and Service\_Operations Management*, *Operations Research*, and *Management Science* and currently serves in various editorial

positions for several academic journals. He received his PhD degree in Operations Research from MIT.



**Laura Simoes** has been building and executing strategic communication, crisis aversion and advocacy plans for clients in the health care, faith, housing, economic development, insurance, philanthropic and public policy sectors for more than 15 years. She has strong relationships with government, media and community leaders from her time as a partner/founder of one of the region's premier communications firms, Deputy State Director for U.S. Senator Jeanne Shaheen, Marketing and Communications Director for NH's largest insurance carrier for the public sector, Communications Director for the NH Charitable Foundation, and as the State of New Hampshire's chief strategist and spokesperson on tourism (NH's second largest industry) for the Department of Resources and Economic Development. Laura is

currently the Missioner for Communications and Public Engagement for the Episcopal Church of New Hampshire. She is a former Selectman for a town of 6000, and a former Commissioner on Human Rights for the State of New Hampshire, as well as a leader on several nonprofit boards of directors.



**Professor Anant K. Sundaram** (MBA, Indian Institute of Management, Bangalore; PhD, Yale University) is on the finance faculty at Tuck. His areas of expertise are business valuation, M&A, and corporate governance. His recent scholarly interests address corporate financial impacts of climate change and the emerging climate economy, and financial decisions of non-profits. He has taught in executive programs and business schools worldwide. He works with senior managers of major companies on business valuation, and how their firms' fundamentals and metrics drive market valuations. Anant has published in leading journals in finance, law, and organization studies, is coauthor of *The International Business Environment* (Prentice-Hall), has authored dozens of cases, and served on many editorial boards. He has published op-eds in *The Wall Street Journal*, *New York Times*, and *Financial Times* (among many others), and been quoted (and regularly appears) in numerous major media outlets globally. He is a founding member of the Foundation for Advancement of Research in Finance, sits on the board of the Hubbard Brook Research Foundation, was on the advisory board of The Energy and Resources Institute, was a member of the 'Investor Team' on Forbes' *Intelligent Investing* panel, was a member of a National Academy of Sciences steering committee on climate education, and is an expert panelist for the Katerva global sustainability innovation awards. He created the Fossil Fuel Beta (*FFβ*), a metric to measure the stock price impact of a company's exposure to fossil fuel price changes and CO<sub>2</sub> emissions risks for *CFO* magazine. He is the co-creator of **uValue™**, a free, fully-functional corporate valuation app for the iPad and the iPhone/iPod Touch ([www.uValueapp.com](http://www.uValueapp.com)).



**Tina Thiara-Daniel, MBA** (MHCDS '17) joined Long Island Jewish Medical Center in 2010 with a position in finance and operations management. Her current role as the Associate Executive Director of Finance focuses on the day to day financial management at the hospital, involvement in strategic initiatives, and creation of the annual hospital budget. In addition, Tina oversees Medical Records, Access Services, Medical Eligibility, and Vivo Pharmacy.

Prior to joining Long Island Jewish Medical Center, Tina worked in Corporate Finance at New York University Langone Medical Center with a primary concentration in the School of Medicine. Previous to NYULMC, Tina worked in the Hospital Finance at Boston Medical Center in Massachusetts.

Tina has a Master's in Business Administration from Boston University and is currently enrolled in the Master of Health Care Delivery Science program at Dartmouth College.



**Chris Trimble**, is an expert on innovation inside of established organizations. His most recent multi-year research effort focused on innovation in health care delivery. He published his sixth book, *How Physicians Can Fix Health Care: One Innovation at a Time*, in the fall of 2015.

In September of 2013, Chris published *Beyond the Idea: How to Execute Innovation in Any Organization*, with co-author Vijay Govindarajan. Chris and Vijay also collaborated on the *New York Times* bestseller *Reverse Innovation: Create Far From Home, Win*

*Everywhere*, which focuses on the specific challenge of innovating to propel growth in emerging markets, and *How Stella Saved the Farm*, a simple story that instigates productive conversations about what it really takes to make innovation happen.

Notable articles include the McKinsey Award winning “Stop the Innovation Wars” in the July-August 2010 *Harvard Business Review*, and “How GE is Disrupting Itself” in the October 2009 *Harvard Business Review* with Vijay Govindarajan and GE Chairman Jeff Immelt.

Chris is on the faculty at Dartmouth, where he teaches in the Master of Health Care Delivery Science program, the MBA program, and several executive programs. He has spoken all over the world and has advised a wide range of organizations including General Electric, Deere & Company, AT&T, eBay, Microsoft, Fidelity, Thomson-Reuters, and The New York Times Company.



**Stephen Utts, MD, FACP, FACG** (MHCDS '17) is currently a founding partner in Austin Gastroenterology, a gastroenterology group with 31 physicians. He served on the Executive Board 2008-2010 and as President in 2010. Over the past two years, Austin Gastroenterology had been involved in a failed merger with several other gastroenterology practices in the state of Texas and the product of that effort was to be the largest gastroenterology practice in the United States with 212 physicians and mid-level providers.

Dr. Utts has also served as Government Relations Chair 2007-2012 for Texas Society for Gastroenterology and Endoscopy and now serves on the Executive Board as Treasurer. He received the Patient Advocate Award from the Society in 2012. Dr. Utts also served on the Executive Board of St David's South Austin Hospital from 1994-2000 and was Chief of Staff from 1998-2000. He performs case reviews for Best Doctors and Texas Medical Liability Trust.

He received his Bachelor of Science with High Honors from University of Maryland in 1973 and is a graduate of University of Maryland School of Medicine in 1977. After residency at Mercy Hospital in Baltimore, he served in the United States Air Force from 1980-1987 and completed his fellowship at Wilford Hall Medical Center in San Antonio in 1985, serving on the attending staff from 1985-1987 prior to establishing private practice in gastroenterology in Austin in 1987.



**Kathryn Becker Van Haste** serves as Health Policy Director to Senator Bernie Sanders of Vermont, a senior member of the Senate Health Education Labor and Pensions (HELP) Committee, and is responsible for health care, veterans, and business outreach throughout Vermont.

Prior to her current position, Kathryn served as Health Policy Director for the Senate Budget Committee under Ranking Member Sanders, where she worked on behalf of the Senator to fight against efforts in the fiscal year 2016 Budget Resolution and the budget reconciliation legislation to strip millions of people of their health insurance and

eliminate critical health care services for women. Kathryn also headed up the health policy team on the Senate Veterans' Affairs Committee during Senator Sanders' Chairmanship when he led a bipartisan effort to pass the most comprehensive veterans' legislation in decades. Kathryn has also worked for Congressman Peter Welch and former Senator Jim Jeffords, both of Vermont.

She holds a Master's degree from Norwich University and a bachelor's degree from the University of Vermont.



**Penny S. Walker, MD, MBA** (MHCDS '17) is a results-oriented health care executive with 18 years of experience as a physician leader in both the corporate and clinical medical arenas. Her expertise in medical management includes a proven record of initiating cost-cutting measures without sacrificing productivity or customer satisfaction, creating and implementing vision and strategies, as well as process improvement and solution development.

As the Senior Medical Director for UnitedHealthcare's (UHC) Southeast Region, Penny is responsible for the clinical excellence, medical affordability, relationship development and enhancement, and growth for health plans in Alabama, Georgia, Louisiana, Mississippi, and North and South Carolina, representing over 3 million covered lives across all products. As the Senior Medical Director, Penny is also charged with leading the health plans to successfully deliver affordable, quality-based health programs to members, including broad access to health care professionals and consumer-friendly tools to improve the overall health and well-being of the population served.

Prior to joining UHC in 2008, Penny was the Vice President/Market Medical Officer for Humana of Louisiana where she helped reduce medical spend and assisted the sales team to increase membership over five percent in a year. From 2004 to 2008, she served as a Medical Director for BlueCross BlueShield of Illinois, identifying methods to reduce health care expenditures and increase profitability without sacrificing quality. In 2003, Dr. Walker was elected Chief of Medical Staff at South Haven Community Hospital focusing on strategic planning, bolstering financial status, and developing a marketing campaign. Her medical career included practicing as a residency-trained, board-certified Emergency Department physician for 11 years in the Chicagoland and Southwest Michigan areas.

Penny received her undergraduate degrees from Purdue University, graduated from Loyola University's Stritch School of Medicine, and completed residency training at the University of Illinois' Christ Hospital. Recently she received her MBA in Healthcare Management from University of Phoenix.





**Anya Rader Wallack, PhD**, is Rhode Island’s Medicaid Director. Prior to taking this position, Anya was Director of HealthSourceRI, Rhode Island’s health insurance exchange.

A native Vermonter, Anya has lived in Rhode Island for the past 16 years. Prior to taking the position with HealthSource, she ran her own health policy consulting firm, Arrowhead Health Analytics. Her consulting focus was state and federal health policy, including Medicaid policy, the effect of national health reform on states and health care payment and delivery system reform. Her clients have included Governor Peter Shumlin of Vermont, Dartmouth-Hitchcock Health, Fletcher Allen Health Care, the Universal Health Care Foundation of Connecticut and the National Academy for State Health Policy.

Anya served as Chair of Vermont’s Green Mountain Care Board from 2011-2013. The Board oversees cost control and provider payment innovation in Vermont. She also served from 2013-2014 as Chair of the Vermont State Innovation Model (SIM) governing board.

Anya served previously as interim President of the Blue Cross Blue Shield of Massachusetts Foundation and Executive Director of the Massachusetts Medicaid Policy Institute. She served from 1991-1994 as Policy Director and then Deputy Chief of Staff for Vermont Governor Howard Dean, M.D. She represented Governor Dean on First Lady Hillary Rodham Clinton’s Health Care Task Force in 1993. From 1995-1998 she ran the Vermont Program for Quality in Health Care, a quasi-governmental agency that specializes in quality measurement and improvement at the state level.

Anya is a former member of the Vermont Board of Medical Practice and the Massachusetts Health Care Quality and Cost Council. She currently serves on the Executive Committee of the National Academy for State Health Policy. Anya has a Ph.D. in social policy from the Heller School at Brandeis University.



**Norman Ward** (MHCDS ’15) is Chief Medical Officer for OneCare Vermont accountable care organization and Executive Medical Director for Accountable Care Services at the University of Vermont Medical Center.

He is a graduate of the Warren Alpert Medical School of Brown University. He did his Family Medicine residency in Rochester, NY at the University of Rochester/Highland Hospital Family Medicine Program. Dr. Ward is an Associate Professor of Family Medicine at the University of Vermont College of Medicine since 1987. He continues to see patients at South Burlington Family Practice. He was formerly the Medical Director of the Vermont Managed Care PHO, Vice President of Medical Affairs at Fletcher Allen Health Care, and Medical Director of Case Management. He has experience as a physician advisor (utilization review, clinical denials and appeals, clinical documentation improvement), medical staff governance, electronic medical record selection and optimization, Joint Commission preparedness, ICD-10 planning, readmission reduction, patient flow, and many other clinical and operational projects.

He is a past President of the Vermont Medical Society (2012-2013), serves on the Vermont Medicaid Clinical Utilization Review Board, and the Brown Medical Alumni Association Board of Trustees. Dr. Ward completed the Dartmouth Master of Health Care Delivery Science program in 2015.



**Jeff Weiss** is a founding partner and leads the Alliance Practice and Healthcare Group at Vantage Partners. Over the past 25 plus years, Jeff has led projects for leading IT and healthcare companies around the world, and has also run Vantage's cross-industry Sales Advisory Practice. In recent years, most of Jeff's work has been and continues to be with healthcare providers, payers, and medical technology companies and is focused on helping them improve how they select, structure, and manage key external partnerships and how they drive alignment, change, and innovation across clinical departments, core functions, and affiliated organizations. In addition, many of Jeff's projects involve working with clients on effecting substantial change to their governance structure. Prior to Vantage, Jeff was a partner at Conflict Management, Inc., helped to found Conflict Management Group (a non-profit, which is now part of Mercy Corps, that works with governments and governmental leaders around the world on issues of public concern), and worked as a member of the Harvard Negotiation Project.

Jeff has written extensively on enabling effective internal collaboration, external partnering, multi-party alignment to drive change, and negotiation; is a frequent contributor to the Harvard Business Review; and most recently is the author of the HBR Guide to Negotiating.

In addition to his work at Vantage, Jeff is a long-time faculty member at the Tuck School of Business at Dartmouth College and the United States Military Academy at West Point, where he also serves as a co-founder and co-director of the West Point Negotiation Project. Jeff was awarded West Point's 2010 Apgar Award for Excellence in Teaching. He is also a recipient of the Department of the Army's Commander's Award for Civilian Service.

Jeff is a graduate of Dartmouth College and Harvard Law School.

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