



**Jonathan H. Burroughs, MD, MBA, FACHE, FAAPL**

Jonathan H. Burroughs, MD, MBA, FACHE, FAAPL is President and CEO of The Burroughs Healthcare Consulting Network, Inc. and works with some of the nation's top healthcare consulting organizations to provide 'best practice' solutions and training to healthcare organizations throughout the country in the areas of governance, physician-hospital alignment strategies, credentialing, privileging, peer review and performance improvement/patient safety, medical staff development planning, strategic planning, physician performance and behavior management as well as ways in which physicians and management can work together in new ways to solve quality, safety, operational, and financial challenges.

Dr. Burroughs serves on the national faculty of the American College of Healthcare Executives and the American College of Physician Executives, where he has been consistently rated as one of their top speakers and educators. He and Dr. David Nash were recently awarded a development grant by the American College of Healthcare Executives (ACHE) to develop a twelve hour national program to address population health and the disruptive innovative business models necessary to support it. He is the author or coauthor of the following books: *Redesign the Medical Staff Model-A Collaborative Approach* (published by Health Administration Press, January, 2015), *The Complete Guide to FPPE* (2012), *Medical Staff Leadership Essentials* (2011), *Engage and Align the Medical Staff and Hospital Management: Expert Strategies and Field Tested Tools* (2010), *A Practical Guide to Managing Disruptive and Impaired Physicians* (2010), *The Top 40 Medical Staff Policies and Procedures*, Fourth Edition (2010), *Emergency Department On-Call Strategies: Solutions for Physician-Hospital Alignment* (2009), and *Peer Review Best Practices: Case Studies and Lessons Learned* (2008).

Dr. Burroughs is a former Senior Consultant and Director of Education Services for The Greeley Company where he was rated as one of their top healthcare consultants and educators over an eight year period. He is also a past medical staff president, past president of the New Hampshire chapter of the American College of Emergency Physicians, and served as an emergency department medical director. As a member of the governing board of Memorial Hospital in New Hampshire, he chaired the ethics, succession planning, and bylaws committees and sat on the joint conference, strategic planning, and medical executive committees. He previously served as a member of the clinical faculty of Dartmouth Medical School, where his research interests included introducing EMT defibrillation and automatic defibrillation into the field.

Dr. Burroughs' passion for the outdoors has led him to serve as a physician on mountaineering expeditions throughout the United States, Mexico, South America, Europe, Africa, and Russia, and he is the coeditor of the 26th edition of the *White Mountain Guide* and the first edition of the *Southern New Hampshire Trail Guide*. He has reached the summits of Mts. McKinley (Alaska), Grand Teton (Wyoming), Blanc (France/Italy), Elbrus (Russia), Kilimanjaro (Tanzania), Orizaba (Mexico), Rosa (Switzerland), and Rainier (Washington state), to name a few.

Dr. Burroughs received his bachelor's degree at Johns Hopkins University, his MD from Case Western Reserve University, and a healthcare MBA with honors at the Isenberg School of Management. He is a certified healthcare and physician executive and is a fellow of the American College of Healthcare Executives and the American Association for Physician Leadership.

# 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 1200+ 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 58 legal cases since 2010
- Winner of the 2016 James A. Hamilton Book Award for “Redesign the Medical Staff Model-A Collaborative Approach”
- \*\*See below for full list of consulting engagements.

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

*Continued...*

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

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

## **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 (2010-2017)**

1. 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)
2. Schochor, Federico & Staton, PC, Baltimore, Maryland: Jane Doe 1-10 v. Dimensions Healthcare System, Baltimore, Maryland, The Circuit Court for Prince George's County, Maryland, (2017 to present, Plaintiff)
3. Spicer and Chambers PA, Palm Beach Gardens, Florida: Robert Wacks, MD v. Good Samaritan Medical Center, (2017 to present, Defense). Testimony Fair Hearing December 4, 2017.
4. 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 present, Defense)
5. 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 to Present, Plaintiff)
6. Tomasik, Kotin, Kasserman Trial Lawyers, Chicago, Illinois: John Doe v. Northwestern Memorial Hospital. No. 2017N-0023, (2017 to Present, Defense)
7. Law Offices of Michael Danoff & Associates, Albuquerque, New Mexico: Allen R. Gelinas and Claude Gelinas as Co-Personal Representatives of the Estate of Theresa Gelinas v. Lovelace Health System, Inc. et al. No D-202-CV-2017-05010, County of Bernalillo Second Judicial District Court, (2017 to Present, Plaintiff)
8. 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)
9. 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)
10. Strassburger, McKenna, Gutnick & Gefsky, Pittsburgh, Pennsylvania: Bou Samra v. Excelsa Health et al. and Morcos v. Excelsa Health et al., Superior Court of Pennsylvania, Allegheny County, Pennsylvania, (2017 to Present, Defense)
11. 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-Present, Plaintiff),  
Deposition: November 14, 2017.

12. 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)
13. 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 to Present, Plaintiff)
14. Anderson, Rasor, 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)
15. Burke, Schultz, Harman, & Jenkinson, Martinsburg, West Virginia: Expert consultation re potential case (2017 to Present-Plaintiff)
16. Daniel, Pleasant, Holoman, LLP, Wrigthsville 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)
17. Hall Law, St. Cloud, Minnesota: TB and HA v. Baldwin Area Medical Center, No. 30107, (2017 to Present-Plaintiff)
18. 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)
19. 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)
20. Beytin, McLaughlin, McLaughlin, O'Hara, Bocchino & Bolin, PC, Maitland, Florida: Proitte v. Florida Endoscopy, No. 16-CA-000515 (2017-Defense)
21. Crowley Fleck Attorneys, Bozeman, Montana: Nikolas Schweitzer v. Benefis Hospitals Inc. et al, No. DDV-15-865 (2017 to Present-Defense)
22. Bair Hilty PC, Houston, Texas: Holden & Armer, PC, Phoenix, Arizona: Jose Rodriguez/Andrea Rodriguez v. Erik Sloman-Moll, MD and Doctor's Hospital of Laredo, No. 2016 CVT002738D3 (2017 to Present-Plaintiff), Videotape for Settlement Brochure, Boston, Massachusetts, October 5, 2017.
23. 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)
24. 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)
25. 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
26. 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

27. 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 Present-Plaintiff)
28. 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)
29. 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)
30. US Department of Justice, Denver, Colorado: Shambaugh v. US, No. 2015-CV-2438 (2016-Defense)
31. Hall Law, St. Cloud, Minnesota: TB and HA v. Baldwin Area Medical Center, Inc. et al, No. 13-CV-582 (2016 to Present-Plaintiff)
32. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Richard and Joseph Caccavale v. Geisinger Community Medical Center, No. 3122 (2016-2017, Plaintiff)
33. 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)
34. 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)
35. 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)
36. 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
37. 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)
38. Fellerman & Ciarimboli Law, PC, Kingston, Pennsylvania: Michael Snyder v. Geisinger Shamokin Community Hospital, No.CV-14-923 (2016-2017, Plaintiff)
39. Fellerman & Ciarimboli Law PC, Kingston, Pennsylvania: Marcelline Davis and Noel Davis v. Geisinger Wyoming Valley Medical Center, No. 6674 of 2014 (2016-2017, Plaintiff)
40. Crowley Fleck Attorneys, Bozeman, Montana: Desiree Bell v. Benefits Hospitals Inc. et al, No. BDV-14-5/7 (2016-Defense)
41. 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)
42. 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.
43. 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.
44. 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 Present-Plaintiff)
45. 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 pending.

46. Thorn, Gershon, Tymann & Bonanni, Albany, New York: Ofosu v. Ellis Hospital et al. (2015, Defense).
47. Upton & Hatfield, LLP, Concord, New Hampshire: McAlister v. Elliot Hospital (2015 to 2016-Plaintiff), Deposition January 4, 2016.
48. The Branch Law Firm, Albuquerque, New Mexico: Begay v. Indian Health Service (CIV-15-358-JB/SCY) and Begay v. Medicus Healthcare Solutions, LLC (1-15-cv-500) (2015 to Present-Plaintiff)-Deposition, October 18, 2017.
49. 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)
50. Munley, Munley & Carpenter, Scranton, Pennsylvania: Hill v. Schuylkill Medical Center et al (2015 to Present, Plaintiff)
51. Mike Morse Law Firm, PC, Southfield, Michigan: Harris v. Garden City Hospital (2015, Plaintiff)
52. Woods Law KC, LLC, Lee Summit, Missouri: Hartnett v. Metro Area Physicians of Kansas City (2015, Plaintiff).
53. Whyte, Hirschboek, Dudek, PC, Chicago, Illinois: Yelena Levitin v. Northwest Community Hospital et al, (2015-2016, Defense). Deposition, October, 2015.
54. Keating, Jones & Hughes, PC, Portland, Oregon: Leann Erikson v. Mid-Columbia Medical Center, The Dalles, Oregon (2015, Defense). Testimony, April 8, 2015.
55. Martin Wren, PC, Charlottesville, Virginia (2015-2017, Defense).
56. BThomson, Rhodes & Crowie, PC, Pittsburgh, Pennsylvania: Class Action v. Excelsa Health, Greensburg, Pennsylvania (2014 to Present, Defense)-Testimony March 14, 2017.
57. 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 Present, Defense). Deposition, June 30, 2015.
58. Keating, Jones & Hughes, PC, Portland, Oregon: Gmeinder V. Mid-Columbia Medical Center, The Dalles, Oregon (2013, Defense).
59. 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.
60. Andy Forsythe, Esq., Moulton, Bellingham PC, Billings, Montana: Dr. Rauh V. Holy Rosary Healthcare, Miles City, Montana, (2012, Defense).
61. 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).
62. 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).



**PRESENTATIONS AND CONSULTING ENGAGEMENTS (2012-2018)**

1. Oklahoma Hospital Association, Oklahoma City, Oklahoma: Keynote Address, 12/6/18.
2. American College of Healthcare Executives Senior Executive and Executive Programs, Orlando, Florida: "Best Practices in Physician Engagement and Alignment in a Pay for Value World," 10/29-31/18.
3. Kaweah Delta Healthcare District, Visalia, California: Physician Leadership Retreat, Monterey, California, 10/13/18.
4. 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," 9/28/18.
5. ACHE Cluster Program, Washington DC: "Leading in a Changing Environment-Population Health," 8/29-30/18.
6. ACHE Cluster Program, Washington DC: "Optimizing Clinical and Business Outcomes through Physician-Executive Collaboration," 8/27-28/18.
7. ACHE Cluster Program, Santa Fe, New Mexico: "Redesign the Medical Staff for Healthcare Reform," 6/4-5/18.
8. ACHE Cluster Program, San Francisco, California: "Monetizing Quality in a Pay for Value World," 5/21-22/18.
9. University of Maryland Medical Center, Linthicum Heights, Maryland: "The Mandate for Physician Leadership in Healthcare Transformation," 5/16/18.
10. Texas Hospital Association, Austin, Texas: Leadership Fellows Program-"Best Practices in Physician Engagement and Alignment," 5/11/18.
11. New York State Association for Medical Staff Services, Albany, New York: Keynote Address, 4/26/18.
12. Inova Healthcare, Fairfax Hospital, Falls Church, Virginia: "The Mandate for Physician Leadership in Healthcare Transformation," 4/23/18.
13. Washington Association of Medical Staff Services, Vancouver, Washington: Keynote Addresses, 4/19-20/18.
14. Mat-Su Regional Medical Center, Palmer, Alaska: Grand rounds and "Common Legal Mistakes that Healthcare Leaders make and how to Avoid them", 3/22/18.
15. 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.
16. Partners Health Plan of California, Fairfield, California: Keynote Address, 2/28/18.
17. ACHE Cluster Program, Scottsdale, Arizona: "Leading in a Changing Environment-Population Health," 2/14-15/18.
18. 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.
19. Missouri Hospital Association, Columbia, Missouri: "Redesign your Medical Staff for Healthcare Transformation," 2/9/18.
20. South Carolina Hospital Association, Columbia, South Carolina: "Leading in a Changing Environment: Population Health," 2/7/18.
21. SSM Healthcare, Oklahoma City, Oklahoma: National Physician Leadership Retreat, Santa Monica, California, 1/24/18.

22. Saint Luke's Medical Center, Kansas City, Missouri, Task Force Facilitation, 1/15/18.
23. ACHE Cluster Program, Naples, Florida: "Redesign the Medical Staff for Healthcare Reform," 1/8-9/18.
24. Leidos, Reston, Virginia: "A Healthcare Primer for Business Executives," 12/12/17.
25. ACHE Cluster Program, Orlando, Florida: "Monetizing Quality in a Pay for Value World," 12-4-5/17.
26. 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.
27. Bentley College, Waltham, Massachusetts: Visiting Lecture: "The Healthcare Consumer Revolution and its Impact on the Patient Experience," 11/7/17.
28. 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.
29. Oklahoma Hospital Association, Oklahoma City, Oklahoma: "How to Operationalize and Contract for Population Health," 11/3/17.
30. ACHE Cluster Program, San Diego, California: "Leading in a Changing Environment-Population Health," 11/1-2/17.
31. 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.
32. Baton Rouge General Medical Center, Baton Rouge, Louisiana: Orthopedic Co-Management Project, 10/17.
33. Connecticut Association of Medical Staff Services, Hartford, Connecticut, Full Day Leadership Conference, 10/20/17.
34. ACHE-West Virginia Chapter, "Redesign the Medical Staff for Healthcare Reform," 10/13/17.
35. MGMA Annual Conference, Anaheim, California, "Five Proven ways for Physicians to Reduce Operating Costs," 10/10/17.
36. Honor Health, Scottsdale, Arizona: Bylaws, Rules/Regulations, Policies/Procedures Review, 10/17.
37. Cerner Physician Community Meeting Keynote Address, Kansas City, Missouri: "Leading in a Changing Environment-Population Health," 10/8/17.
38. 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.
39. ACHE Cluster Program, Seattle, Washington "Leading in a Changing Environment-Population Health," 9/25-26/17.
40. St. Luke's Health System, Kansas City, Missouri: "Corporate Presentation of Assessment Findings," 9/22/17.
41. Hamilton Medical Center, Dalton, Georgia: "What every Healthcare Leader needs to know about Population Health," 9/21/17.
42. Central Montana Medical Center, Lewistown, Montana: Medical Staff Assessment and Mediation, 9/12/17.

43. 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.
44. ACHE Cluster Program, Washington DC, "Redesign the Medical Staff for Healthcare Reform," 8/23-24/17.
45. Saint Luke's Health System, Kansas City, Missouri: Medical Staff Assessment and Redesign, 7/31/17-8/2/17.
46. NAMSS Webinar: "How to move Peer Review from Quality Assurance to Performance Improvement," 7/27/17.
47. ACHE Cluster Program, New York City, New York, "Optimizing Clinical and Business Outcomes through Physician-Executive Collaboration," 7/24-25/17.
48. ACHE-Louisiana Hospital Association, "Redesign the Medical Staff for Healthcare Reform," 7/17/17.
49. Baxter Regional Medical Center, Mountain Home, Arkansas: "Population Health and Value Based Purchasing Retreat and Discussion", 6/26-27/17
50. 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.
51. 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.
52. 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.
53. La Familia Medical Center, Santa Fe, New Mexico, Board Retreat-"How to Operationalize and Contract for Population Health," 6/6/17.
54. ACHE Michigan and Great Lakes Chapter, Lansing, Michigan: "Redesign the Medical Staff for Healthcare Reform," 6/1-2/17.
55. 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.
56. ACHE Fellows Seminar, Hilton Head, South Carolina: "Leading in a Changing Environment-Population Health," 5/11-12/17.
57. Millennium Collaborative Care, Buffalo, New York: "Keynote Address-Population Health," 5/10/17.
58. 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
59. 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
60. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 4/27/17
61. The Leadership Development Group (Reading Health, Reading, Pennsylvania): "Managing Physician Performance," 4/25/17

62. 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.
63. St. Joseph's Candler Healthcare System, Savannah, Georgia: Physician Leadership Conference, 4/14/17.
64. Bronson Healthcare, Kalamazoo, Michigan: Healthcare System Assessment, 4/10-11/17.
65. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/30/17
66. ACHE Congress, Chicago, Illinois, "How to Operationalize and Contract for Population Health," 3/28/17.
67. ACHE Congress, Chicago, Illinois, "Five Proven ways to work with your Physicians to Reduce Operating Costs," 3/27/17.
68. ACHE Cluster Program, Chicago, Illinois, "Leading in a Changing Environment-Population Health," 3/25-26/17.
69. The Leadership Development Group (Reading Health, Reading, Pennsylvania): "Managing Physician Performance," 3/22/17.
70. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/16/17
71. Charleston County Medical Society, Charleston, South Carolina: "Physician Leadership Keynote," 2/9/17.
72. ACHE Cluster Program, Scottsdale, Arizona, "Redesign the Medical Staff for Healthcare Reform," 1/30-31/17.
73. Indiana University Health Ball Memorial Hospital, Muncie, Indiana, "The Mandate for Physician Leadership in Healthcare Transformation" 1/28/17
74. St. Vincent Healthcare, Billings, Montana: Physician Leadership Conference, 1/20-22/17.
75. Rapid City Regional Hospital, Rapid City, South Dakota, Medical Staff Consultation and Presentations, 1/17-18/17.
76. WMUR TV (ABC Affiliate Channel 9), Manchester, New Hampshire, "Close Up Interview-The Impact of Repealing Obama Care," January 16, 2017.
77. ACHE Cluster Program, Orlando, Florida, "Physician Leadership Essentials-Management Skills," 12/5-6/16.
78. Matagorda Regional Medical Center, Bay City, Texas, "How Physicians can Succeed in Healthcare Transformation," 12/1/16.
79. Rapid City Regional Hospital, Rapid City, South Dakota, Medical Staff Consultation and Presentations, 11/28-29/16.
80. Nashville General Hospital at Meharry, Nashville, Tennessee: Assessment of Nashville General Hospital at Meharry and Meharry Medical College, 11/21/16
81. CentraCare Health System, St. Cloud, Minnesota, Executive Conference-Population Health, 11/17/16
82. ACHE Hawaii-Pacific Chapter, Honolulu, Hawaii, "How we can Succeed in Healthcare Transformation," 11/9/16.
83. 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.

84. ACHE-Brooke Army Medical Center, San Antonio, Texas, "How to Operationalize and Contract for Population Health," 11/1-2/16.
85. Kaleida Health, Buffalo, New York: "How Physicians can Succeed in Healthcare Transformation," 10/26/16.
86. ACHE Cluster Program, San Diego, California "Redesign the Medical Staff for Healthcare Reform," 10/24-25/2016.
87. Kingman Regional Medical Center, Kingman, Arizona: Physician Leadership Conference, 10/21-22/16.
88. Coverys, Boston, Massachusetts: "Ethical Dilemmas in Physician Leadership and Communications: Case Studies and Lessons Learned," 10/14-15/16.
89. Sutton County Hospital District, Sonora Texas: Physician Contract Mediation and Conflict Resolution, 9/16-11/16.
90. Tideland Health, Georgetown, South Carolina: "What Clinical Integration means to Physicians," 10/4/16.
91. Nashville General Hospital at Meharry, Nashville, Tennessee: Assessment of Nashville General Hospital at Meharry and Meharry Medical College, 9/28/16-9/30/16.
92. Sidney Regional Medical Center, Sidney, Nebraska: Board Facilitated Retreat-"How we can Succeed in Healthcare Transformation," 9/26/16.
93. 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.
94. ACHE Cluster Program, New Orleans, Louisiana: "Leading in a Changing Environment- Population Health," 9/14-15/2016.
95. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 9/12/16.
96. American Association for Physician Leadership, Chicago, Illinois: "Physician Wellness and Resilience," 9/10/16.
97. Texas Hospital Association Foundation, Austin, Texas: "Leadership Fellows Conference: Physician Engagement/Alignment and Population Health," 9/9/16.
98. Healthcare Finance Management Administration Minnesota Chapter Keynote Address: "Making 21st Century Healthcare Safe-What we can Learn from the Aviation Industry," 8/24/16.
99. ZirMed Leadership Conference, Chicago, Illinois: Keynote Address- "What Top Performing Organizations Do and Don't Do," 8/22/16
100. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 8/15/16.
101. Kaleida Health, Buffalo, New York: "Executive Retreat on Population Health," 8/12/16.
102. Sutton County Hospital District, Sonoma, Texas: Consultation for physician contract negotiation and resolution. 8/16.
103. Florida Hospital, Altamonte Springs, Florida: "How we can Succeed Together in Healthcare Transformation," 8/5/16.
104. 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.
105. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 7/25/16.
106. American Association for Physician Leadership, St. Mary's Hospital: "The Mandate for Physician Leadership," 7/22/2016.

107. American Hospital Association Leadership Summit, San Diego, California: Workshop: "How to Operationalize and Contract for Population Health", 7/17/16.
108. The Healthcare Association of New York State (HANYs), Albany, New York-Keynote Address: "Leading in a Changing Environment-Population Health," 6/22/16.
109. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 6/8/16.
110. Connecticut Hospital Association, The American College of Healthcare Executives, Wallingford, Connecticut-"Leading in Changing Times Population Health, 6/6/16.
111. 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.
112. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 5/26/16.
113. HonorHealth, Scottsdale, Arizona: "Medical Staff Assessment Findings and Strategic Goals," 5/24/16.
114. ACHE Cluster Program, San Antonio, Texas: "Leading in a Changing Environment-Population Health," 5/18-19/2016.
115. Maine Medical Center, Portland, Maine: Service Line Assessment and Redesign, 5/10/16
116. National Association for Medical Staff Services (NAMSS) Webinar: "How to Interpret Problematic Conditions of Participation and Accreditation Standards," 5/5/16.
117. Vibra Healthcare, Mechanicsburg, Pennsylvania: "The Organized Medical Staff-Quality and Performance Oversight", 5/2/16.
118. 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.
119. American Association for Physician Leadership, Spring Institute, Washington, DC: "Disruptive Innovative Healthcare Business Models-Are you Ready?",4/16/16.
120. Garrett County Memorial Hospital, Oakland, Maryland: Medical Staff Bylaws Redesign, 4/8-9/16.
121. Northwest Abbott Memorial Hospital, Minneapolis, Minnesota: "How to make Peer Review Transparent and Fair," 4/1/2016.
122. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/31/2016.
123. 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.
124. Texas Hospital Association Foundation, Austin, Texas: "Medical Staff Presidents' Medical Staff Orientation," 3/4/16
125. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/25/2016.
126. Honor Health, Scottsdale, Arizona: Medical Staff Assessments and Strategic Development Plan, 2/16-22/2016.
127. St. Vincent Healthcare, Billings, Montana: Physician Leadership Conference, 1/29-30/2016.
128. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 1/28/2016.
129. WellSpan York Hospital, York, Pennsylvania: Quality Assessment-General Surgical Department, 1/25-26/2016.

130. Finley Hospital, Dubuque, Iowa: "How to Redesign your Medical Staff for Healthcare Transformation," 1/23/2016.
131. 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.
132. ACHE Cluster Program, St. Petersburg, Florida: "Redesign the Medical Staff for Healthcare Reform," 1/20-21/2016.
133. Signature Health, Brockton, Massachusetts: "How we can Succeed in Healthcare Transformation," 1/14/2016
134. Medical Society of South Carolina, Charleston, South Carolina: "Best Practices in Physician Engagement and Alignment," 1/12/2016.
135. 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
136. CHI St. Alexius Health, Bismarck, North Dakota: Physician Leadership Conference, 11/19/2015.
137. The Methodist Hospitals, Gary, Indiana: Management Retreat, 11/11/2015
138. Valley Health System, Ridgewood, New Jersey, Physician and Management Retreats 11/3/2015 and 11/4/2015
139. Coverys, Boston, Massachusetts: "A 21st Century Healthcare Vision-What you can expect," 10/29/2015.
140. Honor Health, Scottsdale, Arizona: "Leading in a Changing Environment-Population Health," 10/24/2015.
141. Unity Point Health, Cedar Rapids, Iowa: Physician Leadership Conference, 10/23/2015.
142. Coverys, Lansing, Michigan: "A 21st Century Healthcare Vision-What you can expect," 10/15/2015.
143. Medical Center, Navicent Health, Macon, Georgia: "Best Practices in Physician Engagement and Alignment," 10/13/2015.
144. Iowa Hospital Association, Des Moines, Iowa: "Redesign your Medical Staff for Healthcare Transformation," 10/7/2015.
145. NAMSS, Seattle, Washington: "What Top Performing Organizations Do and Don't Do," 10/6/2015.
146. ACHE Cluster Program, San Diego, California "Leading in a Changing Environment-Population Health," 9/30-10/1/2015.
147. AAPL: Adventist Health, Roseville, California: "How to Negotiate a 21st Century Healthcare Vision," 9/29/2015.
148. United regional Health System, Wichita Falls, Texas: "How Physicians can work with Management to Reduce Operating Costs," 9/24/2015.
149. ACHE Minnesota Chapter, Brainerd, Minnesota: "A Healthcare Vision for the 21st Century," 9/16/2015.
150. Tideland Health, Georgetown, South Carolina: Physician Leadership Conference, 9/14/2015.
151. AAPL: Kaweah Delta Health Care District, Visalia, California: "Best Practices in Credentialing and Privileging," 9/11/2015.

152. Riverside Medical Center, Kankakee, Illinois: "How to Optimize your Service Lines," 8/22/2015.
153. ACHE Cluster Program Presentation, New York City, New York: "How to Redesign your Medical Staff for Healthcare Reform," 8/3-4/2015.
154. AAPL: Regional West Medical Center, Scotts Bluff, Nebraska: Physician, Governance, Management Retreat, 7/30/15.
155. Garrett County Memorial Hospital, Oakland, Maryland: Bylaws Assessment, 7/20/2015.
156. Northside Hospital and Tampa Heart Institute, Tampa, Florida: Physician Leadership Conference, 7/18/2015.
157. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 6/30/2015.
158. Maine Hospital Association, Augusta, Maine: "Best Practices in Physician Engagement and Alignment," 6/19/2015.
159. St. John's Episcopal Hospital, Far Rockaway, New York: "How Physicians can Succeed in Healthcare Transformation," 6/9/2015.
160. Tidelands Health, Georgetown, South Carolina: "How Physicians can Succeed in Healthcare Transformation," 6/4/2015.
161. ACHE Cluster Program Presentation, Cape Cod, Massachusetts: "How to Redesign your Medical Staff for Healthcare Reform," 6/1-2/2015.
162. Southeast Georgia Health System, Brunswick, Georgia: Physician Leadership Retreat, 5/29/2015.
163. Osceola Regional Medical Center, Kissimmee, Florida: Conflict Resolution Retreat, 6/16-17/2015.
164. Phoebe-Putney Memorial Hospital, Albany, Georgia: Medical Staff Assessment, 5/19-21/2015.
165. South Georgia Medical Center, Valdosta, Georgia: Physician Leadership Conference, 5/15-16/2015.
166. HFMA Alabama Chapter, Atmore, Alabama: "How to Move from an Effective Manager to an Effective Leader," 5/14/2015.
167. St. Vincent Healthcare, Billings, Montana: "How to work with your Management Team to Reduce Operating Costs," 5/13/2015.
168. Cook's Children's Hospital, Fort Worth, Texas: Physician Leadership Conference, 5/8/2015.
169. St. John's Episcopal Hospital, Far Rockaway, New York: "How to Lead Population Health," 5/6/2015.
170. ACHE Kansas Chapter, Wichita, Kansas: "How to Redesign your Medical Staff for Healthcare Reform," 4/30/2015.
171. Unity Point Health, Des Moines, Iowa: Physician Leadership Conference, 4/023/2015.
172. American Association for Physician Leadership, Las Vegas, Nevada: "Disruptive Innovations in Healthcare," 4/18-19/2015.
173. St. Joseph's Candler Healthcare System, Savannah, Georgia: Physician Leadership Conference, 4/17/2015.
174. VHA, Irving, Texas: "Best Practices in Physician Engagement and Alignment," 4/14/2015.
175. Centennial Medical Center, Frisco, Texas: Physician Leadership Conference, 3/28/2015.



176. St. John's Episcopal Hospital, Far Rockaway, New York: Governance Boot Camp, 3/20/2015.
177. 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.
178. Phoebe-Putney Memorial Hospital, Albany, Georgia: Physician Leadership Conference, 3/13-14/2015.
179. St. John's Episcopal Hospital, Far Rockaway, New York: "An Introduction to Population Health," 3/5/2015.
180. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/2/2015.
181. The Leadership Development Group (Palomar Medical Center, San Diego): "How Physicians can Succeed in Healthcare Transformation," 2/28/2015
182. East Jefferson General Hospital, Metairie, Louisiana: Physician Leadership Conference, 2/21/2015.
183. Stratus Healthcare, Tifton, Georgia: "How Physicians can Succeed in Healthcare Transformation," 2/20/2015.
184. Meadows Regional Medical Center, Vidalia, Georgia: Physician Leadership Conference, 2/12-13/2015.
185. ACHE Cluster Program Presentation, Steamboat Springs, Colorado: "How to Redesign the Medical Staff for Healthcare Reform," 2/9-10/2015.
186. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/5-6/2015.
187. Penrose-St. Francis, Colorado Springs, Colorado: "Best Practices in Physician Engagement and Alignment," 1/30/2015.
188. Mennonite Health System, Cayey, Puerto Rico: "How to Create a Culture of Service," 1/24/2015.
189. SNMMI: Physician Leadership Conference, 1/21/2015.
190. VHA Health System, Atlanta, Georgia: Best Practices in Physician Engagement and Alignment, 1/16-17/2015.
191. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 1/14/2015.
192. Orange Park Medical Center, Orange Park, Florida: Physician Leadership Conference, 1/10/2015.
193. Longmont United Hospital, Longmont, Colorado: Physician Leadership Conference, 1/9/2015.
194. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 1/8/2015.
195. NAMMS Webinar (2 PM): "How to Credentialing and Privilege for New Technology and New Privileges," 12/10/2014.
196. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 12/9/2014.
197. Columbia Memorial Hospital, Astoria, Oregon: Physician Leadership Conference, 12/5-6/2014.
198. Jewish Hospital and St. Mary's Healthcare, Louisville, Kentucky: "Best Practices in Management Physician Behavioral Issues and other Potential Impairments," 12/3/2014.
199. Memorial Hermann Health, Houston, Texas: Webinar, "Physician Integration and Alignment Strategies for Service Lines," 12/2/2014.

200. KSB Hospital, Dixon, Illinois: "How Physicians can Succeed in Healthcare Transformation," 12/1/2014.
201. Ellis Hospital, Schenectady, New York: Physician Leadership Conference, 11/25/2014.
202. St. Mary's Health System, Waterbury, Connecticut: "How Physicians can Succeed in Healthcare Transformation," 11/20/2014.
203. Affiliated Community Medical Centers, Willmar, Minnesota: Governance Retreat: "Governance Boot Camp," 11/19/2014.
204. Texas Care Alliance, Plano, Texas: Governance Retreat: "Disruptive Models in Healthcare- Are you Ready?," 11/14/2014.
205. Georgia Hospital Association, Atlanta, Georgia: "How to Redesign your Medical Staff for Healthcare Reform," 11/13/2014.
206. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 11/12/2014.
207. Mercy Medical Group, Sacramento, California: Physician Leadership Conference, 11/7/2014.
208. SEAK, Inc. Non Clinical Physician Program: "How to Create a Non-Clinical Consulting Career," 10/25-26/2014
209. Intermountain Health, Salt Lake City, Utah: "Best Practices in Credentialing and Privileging," 10/23/2014.
210. Georgetown Hospital System, Georgetown, South Carolina: "Best Practices in Managing Behavioral Issues and other Potential Impairments," 10/17-18/2014
211. Southcoast Health, New Bedford, Massachusetts: Governance Retreat, "Creating a 21st Century Governance Vision," 10/17/2014.
212. ACHE Cluster Program Presentation, Austin, Texas: "How to Redesign your Medical Staff for Healthcare Reform," 10/13-14/2014.
213. Florida Hospital, Orlando, Florida: "Creating a 21st Century Vision for Healthcare Transformation," 10/10/2014.
214. Copic, Inc., Denver, Colorado: "Healthcare Transformation," 10/9/2014.
215. NAMSS, New Orleans, Louisiana: "Best Practices in Physician Engagement and Alignment," 10/7/2014.
216. Parkland Medical Center, Derry, New Hampshire: Physician Leadership Conference, 10/3/2014.
217. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 10/1/2014.
218. Sacred Heart Health System, Pensacola, Florida: Patient Safety Conference, 9/26/2014.
219. HFMA Southwest Ohio Chapter, Dayton, Ohio: Keynote, "Disruptive Healthcare Innovations- Are you Ready?," 9/25/2014.
220. AHA Center for Healthcare Governance, Boston, Massachusetts: "Governance Practices in Physician Engagement and Alignment," 9/23/2014.
221. HCA West Florida Division, Palm Harbor, Florida: Physician Leadership Conference, 9/20/2014.
222. Children's Hospital and Medical Center, Omaha, Nebraska: Physician Leadership Conference, 9/4-5/2014.
223. Bronson Health, Kalamazoo, Michigan: Physician Leadership Academy, 9/3/2014.
224. Lee Memorial Health System, Ft. Myers, Florida: Management Retreat, "Best Practices in Physician Engagement and Alignment," 8/26/2014.

225. Los Robles Hospital and Medical Center, Thousand Oaks, California: Physician Leadership Conference, 8/16/2014.
226. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 7/21/2014.
227. United Regional Health System, Wichita Falls, Texas: Physician Leadership Conference, 7/18/2014.
228. Unity Point Health, Des Moines, Iowa: Physician Leadership Conference, 7/11/2014.
229. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 6/27/2014.
230. Onslow Memorial Hospital, Jacksonville, North Carolina: General Surgical Service Line Redesign, 6/17/2014.
231. Alabama Hospital Association, Montgomery, Alabama: "Best Practices in Physician Engagement and Alignment," 6/12/2014.
232. St. Mary's Medical Center, Blue Spring, Missouri: Physician Leadership Retreat, 6/9/2014.
233. Washington Association of Medical Staff Services Professionals, Spokane, Washington: NAMMS Regional Conference, 5/28-29/2014.
234. Penrose-St. Francis, Colorado Springs, Colorado: "How Physicians can Succeed in Healthcare Transformation," 5/20/2014.
235. Baylor Health, Dallas, Texas: Physician Leadership Conference, 5/19-20/2014.
236. Sacred Heart Health System, Pensacola, Florida: "How to move from an Effective Clinician to an Effective Leader," 5/16-17/2014.
237. North Texas Kidney Disease Associates, Lewisville, Texas: Physician Board Retreat, 5/10/2014.
238. Healthcare Business Solutions (Unity Point St. Luke's, Sioux City, Iowa): Vascular Surgery Service Line Assessment, 5/5-6/2014.
239. Premier Health, Dayton, Ohio: "Best Practices in Service Line Management," 4/29/2014.
240. ACPE Spring Program, Chicago, Illinois: "What High Performing Organizations Do and don't Do," 4/25/2014.
241. Coordinated Health, Allentown, Pennsylvania: Physician Leadership Conference, 4/22-23/2014.
242. Regional Medical Center Bayonet Point, Hudson, Florida: Bylaws Assessment and Retreat, 4/19/2014.
243. Illinois Hospital Association, Springfield, Illinois: "Best Practices in Rural Health," 4/22-23/2014.
244. Reliant Medical Group, Worcester, Massachusetts: Credentialing and Peer Review Assessment, 4/17-18/2014.
245. ACHE Cluster Program Presentation, Kiawah Island, South Carolina: How to Redesign your Medical Staff for Healthcare Reform., 4/9-10/2014.
246. Northern Arizona Health, Flagstaff, Arizona: Board Retreat-Best Practices in Physician Engagement and Alignment, 4/4-5/2014.
247. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 4/3/2014.
248. Regional Medical Center Bayonet Point, Hudson, Florida: Physician Leadership Conference and Bylaws Assessment, 3/28-29/2014.

249. 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.
250. Centennial Medical Center, Frisco, Texas: Physician Leadership Conference, 3/22/2014.
251. Reliant Medical Group, Worcester, Massachusetts: Consultation: Credentialing and Peer Review Assessment, 3/17/2014.
252. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 3/6/2014.
253. Onslow Memorial Hospital, Jacksonville, North Carolina: Assessment General Surgery, 3/3/2014.
254. Carilion Clinic, Roanoke, Virginia: Physician Leadership Conference, 3/1/2014.
255. Onslow Memorial Hospital, Jacksonville, North Carolina: "Optimizing the General Surgical Service Line," 3/1/2014.
256. Allina Health, Minneapolis, Minnesota: Physician Leadership Academy, 2/20/2014.
257. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 2/11/2014.
258. Los Robles Hospital and Medical Center, Thousand Oaks, California: Physician Leadership Conference, 2/1/2014.
259. Jackson Hospital Foundation, Montgomery, Alabama: "How Physicians can Succeed in Healthcare Transformation," 1/23/2014.
260. Portsmouth Hospital, Portsmouth, New Hampshire: "The Mandate for Physician Leadership," 1/21/2014.
261. Orange Park Medical Center, Orange Park, Florida: Physician Leadership Conference, 1/18/2014.
262. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 1/10/2014.
263. ACHE Cluster Program Presentation, Orlando, Florida: "How to Redesign your Medical Staff for Healthcare Transformation," 12/16-17/2013.
264. ACPE: Onslow Memorial Hospital, Jacksonville, North Carolina: "Best Practices in Peer Review," 12/12/2013.
265. Calvert Memorial Hospital, Prince Frederick, Maryland: Consultation-Managing Behavioral Issues, 11/22-30/2013.
266. ACPE: Onslow Memorial Hospital, Jacksonville, North Carolina: "Optimizing your Service Line Management," 11/25/2013.
267. Northern Arizona Health, Flagstaff, Arizona: Board Retreat, "How to Engage and Align with Physicians," 11/ 15-16/2013.
268. Memorial Hermann Health, Houston, Texas: Physician Leadership Boot Camp, 11/25/2013.
269. ACPE: Onslow Memorial Hospital, Jacksonville, North Carolina: Physician Leadership Conference, 11/4-5/2013.
270. 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.
271. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 10/21/2013.
272. Spectrum Health Big Rapids, Big Rapids, Michigan: Physician Leadership Conference, 10/12-16/2013.

273. Methodist Hospital, Gary, Indiana: Board Retreat, "Creating a 21st Century Healthcare Vision," 10/8/2013.
274. HCA West Hospital, Palm Harbor, Florida: Physician Leadership Conference, 10/5/2013.
275. United Regional Health System, Wichita Falls, Texas: "Crucial Conversations," 9/28/2013.
276. 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.
277. Texas Health Presbyterian Hospital Flower Mound, Flower Mound, Texas: "The Mandate for Physician Leadership," 9/9/2013.
278. ACHE Nebraska Chapter Webinar: "Best Practices in Physician Engagement and Alignment," 9/5/2013.
279. Baptist Health, Montgomery, Alabama: Physician Leadership Conference, 8/3/2013.
280. AHLA National Meeting, San Diego, California: "How to Address the Aging Physician," 7/2/2013.
281. Illinois Hospital Association, Springfield, Illinois: "Healthcare Challenges for Rural Hospitals," 6/19/2013.
282. ACPE-Columbia Memorial, Astoria, Oregon: Physician Leadership Conference and Consultation, 6/12-13/2013.
283. Portsmouth Hospital, Portsmouth, New Hampshire: Physician Leadership Conference, 6/7/2013.
284. St. Alexius Medical Center, Bismarck, North Dakota: Physician Leadership Conference, 5/29/2013.
285. College of American Pathologists, Chicago, Illinois: "Polarity Management," 5/17/2013.
286. Southern Peninsula Hospital, Homer, Alaska: Consultation-Medical Staff Assessment, 5/13-14/2013.
287. Washington Association of Medical Staff Services Professionals, Spokane, Washington: "Top Regulatory and Accreditation Challenges," 5/8-9/2013.
288. Centennial Medical Center, Frisco, Texas: "Medical Leadership Conference," 5/4/2013.
289. ACPE Spring Program, New York City, New York: "Reinventing the Medical Staff in an Era of Healthcare Reform," 4/27/2013.
290. Global Media Dynamics, Las Vegas, Nevada: "The Patient Protection and Affordable Care Act," 4/4/2013.
291. ACHE Cluster Program Presentation, Chicago, Illinois: "How to Redesign your Medical Staff for Healthcare Reform," 3/26-27/2013.
292. Memorial Hermann, Houston, Texas: "Physician Leadership Boot Camp," 3/21-22/2013.
293. St. Barnabas Hospital, Bronx, New York: "Physician Leadership Conference," 3/20/2013.
294. King's Daughters Health System, Ashland, Kentucky (ACPE): "Best Practices in Quality and Safety," 3/18/2013.
295. ACHE Congress, Chicago, Illinois: "How to Work with Physicians to Lower your Operating Costs," 3/11/2013.
296. Los Robles Hospital and Medical Center, Thousand Oaks, California: Physician Leadership Conference, 2/23/2013.
297. Southside Regional Medical Center, Petersburg, Virginia: "The Mandate for Physician Leadership," 1/30/2013.

298. American College of Pathologists, Chicago, Illinois: "Polarity Management," 1/25/2013.
299. Morris Hospital, Morris, Illinois: Consultation-Code of Conduct Policy Development, 1/17/2012.
300. Ali Alhimiri, MD: Consultation-Physician Managed ACO, 11/2012.
301. The Studer Group Institute, Atlanta, Georgia: Presentation, "How to Manage Physician Performance," 11/28-29/2012.
302. College of American Pathologists, Chicago, Illinois: Presentation, Governance Leadership Conference, 11/15/2012.
303. Portneuf Medical Center, Pocatello, Idaho: Presentation, Physician Leadership Conference, 11/9/2012.
304. Northern NE Chapter of ACHE, Woodstock, Vermont: Presentation, Healthcare Panel, 11/1-2/2012.
305. AtlantiCare, Egg Harbor Township, New Jersey (ACPE): Presentation, Physician Leadership Conference, 10/22/2012.
306. Iasis Healthcare, Franklin, Tennessee (Sarasota, Florida): Presentation, Physician Leadership Conference, 10/13/2012.
307. NAMSS, Washington, DC: Webinar, "How to Privilege Low Volume/No Volume Practitioners," 9/24/2012.
308. St. Dominic Hospital, Jackson, Mississippi: Presentation, "Best Practices in Physician Engagement and Alignment," 9/8/2012.
309. NAMSS, San Francisco, California: Presentation, "Low Volume/No Volume Practitioners," 9/7/2012.

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## **BOOK, ARTICLES & BLOGS**

1. [Burroughs, Jonathan H., "Redesign the Medical Staff Model-A Collaborative Approach," Health Administration Press, January, 2015.\(Winner of the 2016 James A. Hamilton Award for Outstanding Healthcare Management Book\)](#)
2. Burroughs, Jonathan H., Hospital Impact: "Why Doctors should Oversee, Not Conduct Clinical Documentation, Fierce Healthcare, December 7, 2017.
3. Burroughs, Jonathan H. et al, "ACHE Roundtable: A focus on Physician Leadership," Healthcare Executive, volume 32, number 6, November/December, 2017, pp 20-26.
4. Burroughs, Jonathan H., Hospital Impact: "Medical Staff Services Professionals-A New Role for the 21<sup>st</sup> Century," Fierce Healthcare, August 31, 2017.
5. Burroughs, Jonathan H., Hospital Impact: "Death of the Skinny Repeal Bill and why Covered Lives Matter," Fierce Healthcare, August 3, 2017.
6. Burroughs, Jonathan H., Hospital Impact: "What's Next for the AHCA? Hopefully, pragmatic solutions to healthcare policy dilemmas," Fierce Healthcare, June 8, 2017.
7. Burroughs, Jonathan H., Hospital Impact: "The Meadows-MacArthur Amendment is Strike Two for the American Health Care Act", Fierce Healthcare, May 1, 2017.
8. Burroughs, Jonathan H., "What it takes to be a Top Performing Organization," NAMSS Synergy, May-June, 2017.
9. Burroughs, Jonathan H., "Hospital Impact-CBO Report Reveals Republican Healthcare Bill is Political Position," Fierce Healthcare, March 16, 2017.

10. Burroughs, Jonathan H., "Hospital Impact-A Closer Look at the GOP's 'Replace then Repeal' Proposal, Fierce Healthcare, February 22, 2017.
11. Burroughs, Jonathan H., "Hospital Impact-No Consensus in Sight for the Republican ACA Replacement," Fierce Healthcare, February 2, 2017.
12. Burroughs, Jonathan H., "Hospital Impact-The Implications of Donald Trump's ACA Executive Order," Fierce Healthcare, January 25, 2017.
13. Burroughs, Jon, "Regain Lost Luster with Modern Medicine Ideas," Physician Leadership Journal, Volume 4, Issue 1, January/February, 2017.
14. 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.
15. Burroughs, Jonathan H., "Hospital Impact-Why the GOP will not Repeal the Affordable Care Act in its Entirety," Fierce Healthcare, November 16, 2016.
16. Burroughs, Jonathan H., "Industry Voices: For President Candidates, Two very Different Views on Healthcare, Fierce Healthcare, November 7, 2016.
17. Burroughs, Jonathan H., "Three Keys to Giving Healthcare Consumers what they Want," Hospital Impact, September 26, 2016.
18. Burroughs, Jonathan H., "Everything you need to know about the New CMS Cardiac Bundled Payment Program," Hospital Impact, August 17, 2016.
19. Burroughs, Jonathan H., "Healthcare Policy Implications of the Presidential Election," Hospital Impact, July 14, 2016.
20. Burroughs, Jonathan H., "MACRA is Now! A Roadmap to Compliance," Hospital Impact, June 15, 2016.
21. Burroughs, Jonathan H., "End Physician Burnout by Allowing Doctors to be Doctors Again," Hospital Impact, May 12, 2016.
22. Burroughs, Jonathan H., "Clinical Pharmacist-An Essential Member of the Healthcare Team," Hospital Impact, April 21, 2016.
23. Burroughs, Jonathan H., "When it comes to Patient Safety-Culture is Everything," Hospital Impact, March 17, 2016.
24. Burroughs, Jonathan H., "How MACRA is Hastening the Demise of Fee for Service," Hospital Impact, February 18, 2016.
25. Burroughs, Jonathan H., "The Ten Traits of a Great Healthcare Organization," Hospital Impact, January 21, 2016.
26. Burroughs, Jonathan H., "Five Steps to Staging and Integrating a Population Health Program," Hospital Impact, December 10, 2015.
27. Burroughs, Jonathan H., "The Supreme Court and the ACA Contraception Mandate-Deja Vu All over Again," Hospital Impact, November 12, 2015.
28. Burroughs, Jonathan H., "ICD-10: Collaborative Ways to Reduce Operating Costs," Hospital Impact, October 29, 2015.
29. Burroughs, Jonathan H., "Medical Overuse and why Fee for Service must Go," Hospital Impact, September 3, 2015.
30. Burroughs, Jonathan H., "Medicare's Potential Reimbursement for End of Life Discussion: A Big Step Forward," Hospital Impact, July 23, 2015.
31. Burroughs, Jonathan H., "Ken Cohn- In Tribute to a Colleague and a Friend," Hospital Impact, July 16, 2015.

32. Burroughs, Jonathan H., "Activity Base Costing Helps Providers Deliver High Quality Low Cost Care," Hospital Impact, May 20, 2015.
33. Burroughs, Jonathan H., "Strategies to Survive a Brave New Value Based World," Hospital Impact, April 1, 2015.
34. Burroughs, Jonathan H. and Nash, David, "Population Health and the Disruptive Innovative Business Models Necessary to Support It," Boardroom Press, April 2015
35. Burroughs, Jonathan H., "Are you ready for E-Health Invasion?" Hospital Impact, February 19, 2015.
36. Burroughs, Jonathan H., "How the Unraveling of the Affordable Care Act could Affect Providers," Hospital Impact, January 14, 2015.
37. Burroughs, Jonathan H., "Ebola-Fear not Facts Drive Frenzy," Hospital Impact, November 13, 2014.
38. Burroughs, Jonathan H., "St. Luke's Population Health Programs Promote Innovation," Hospital Impact, October 23, 2014.
39. Burroughs, Jonathan H., "Silence can Kill: Doctors, Nurses, and Staff must hold each other Accountable," Hospital Impact, September 4, 2014.
40. Burroughs, Jonathan H., "Disruptive Innovation in Healthcare: Are you ready?" The Governance Institute's E-Briefings, Volume 11, Number 7, September, 2014.
41. Burroughs, Jonathan H., "Involving Physicians in Strategic Planning," Hospital Impact, August 6, 2014.
42. Burroughs, Jonathan H., "What Does the Hobby Lobby Ruling mean for Healthcare and the Separation of Church and State?" Hospital Impact, July 2, 2014.
43. Burroughs, Jonathan H., "Population Health is the Next Big Thing," Hospital Impact, June 5, 2014.
44. 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.
45. Burroughs, Jonathan H., "Same Sex Marriage, Human Rights, and Affordable Healthcare," Hospital Impact, May 1, 2014.
46. Burroughs, Jonathan H., "Actuarial Management Key to Changing Industry," Hospital Impact, March 19, 2014.
47. Burroughs, Jonathan H., "Large Employers and the Drive for Healthcare Transformation," Hospital Impact, February 4, 2014.
48. Burroughs, Jonathan H., "The ACA and the Separation of Church and State," Hospital Impact, January 23, 2014.
49. Burroughs, Jonathan H., "More Unintended Consequences of Healthcare Reform," Hospital Impact, December 3, 2013.
50. Burroughs, Jonathan H., "Healthcare Leaders face Unintended Consequences of Reform," Hospital Impact, November 25, 2013.
51. Burroughs, Jonathan H., "The Origins of Healthcare-Aviation Comparisons," Hospital Impact, October 22, 2013.
52. Burroughs, Jonathan H., "Six Strategies Hospital Should Steal from the Airline Industry," Hospital Impact, September 17, 2013.
53. Burroughs, Jonathan H., "Informal Doc Leaders-A Help or Hindrance?" Hospital Impact, August 5, 2013.
54. Burroughs, Jonathan H., "Physician Engagement-Must Dos," Hospital Impact, July 10, 2013.



55. 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.
56. Burroughs, Jonathan H., "Physician Engagement-What Not to Do," Hospital Impact, June 24, 2013.
57. Burroughs, Jonathan H., "Just what is Healthcare Reform Anyway?" Hospital Impact, May 20, 2013.
58. Burroughs, Jonathan H., "Is there Life after a Data Bank Report?", Physician Executive Journal, March-April, 2013.
59. Burroughs, Jonathan H., "How to Handle Medical Professional Conduct Violations," Hospital Impact, March 27, 2013.
60. Burroughs, Jonathan H., "How Healthcare Leaders can Prevent Doc Suspension," Hospital Impact, February 27, 2013.
61. Burroughs, Jonathan H., "Why it matters if States don't Expand Medicaid," Hospital Impact, January 23, 2013.
62. Burroughs, Jonathan H., "Is there Life for Docs after a Data Bank Report?" Hospital Impact, December 17, 2012.
63. Burroughs, Jonathan H., "Trends in Governance for New Care Delivery Models," Boardroom Press, December, 2012.
64. Burroughs, Jonathan H., "Revisiting the Key Components of the Affordable Care Act," Hospital Impact, November 24, 2012.
65. Burroughs, Jonathan H., "Dealing with the Aging Physician Advocacy or Betrayal," The Physician Executive," 38:6, November-December 2012.
66. Burroughs, Jonathan H., "What If? Two Post-Elections Scenarios for Healthcare," Hospital Impact, October 24, 2012.
67. Burroughs, Jonathan H., "Succession Planning-Luxury or Necessity?" Hospital Impact, October 10, 2012.
68. Burroughs, Jonathan H., "More ways to Reduce Hospital Readmissions," Hospital Impact, September 19, 2012.
69. Burroughs, Jonathan H., "Reducing Readmissions: It's Harder than it Looks," Hospital Impact, September 12, 2012.
70. Burroughs, Jonathan H., "New Models in Hospital-Physician Governance," Boardroom Press, August, 2012.
71. Burroughs, Jonathan H., "More of what Health Reform Doesn't Do," Hospital Impact, July 31, 2012.
72. Burroughs, Jonathan H., "What the Affordable Care Act Doesn't Do," Hospital Impact, July 26, 2012.
73. Burroughs, Jonathan H., "Improve Hospital-Doc Alignment with Job Expectations and Incentives," Hospital Impact, June 13, 2012.
74. Burroughs, Jonathan H., "Tips to Optimize Doc-Nurse Relationships," Hospital Impact, May 3, 2012.
75. Burroughs, Jonathan H., "Have Physician-Nurse Relationships Improved?" Hospital Impact, April 11, 2012.

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

1. "The Complete Guide to FPPE," HCPPro, 2012.
  2. "Medical Staff Leadership Essentials," HCPPro, 2011.
  3. "Engage and Align the Medical Staff and Hospital-Expert Strategies and Field Tested Tools," HCPPro, 2010.
  4. "A Practical Guide to Managing Disruptive and Impaired Physicians," HCPPro, 2010.
  5. "The Top 40 Medical Staff Policies and Procedures, Fourth Edition," HCPPro, 2010.
  6. "Emergency Department On-Call Strategies: Solutions for Physician-Hospital Alignment" HCPPro, 2009.
  7. "Peer Review Best Practices: Case Studies and Lessons Learned," HCPPro, 2008.
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### **PROFESSIONAL CONFERENCES ATTENDED (2011-2017)**

1. Value Based Congress for Health Plans and Hospitals (10/26-27/17)
2. Patient Safety Partnership: Predicting and Preventing Medical Errors (3/29/17) (1.5 ACHE Face to Face Education CEUs)
3. High Performing Network-The Critical Success Factors (3/29/17) (1.5 ACHE Face to Face Education CEUs)
4. The Future of Healthcare Governance-Meeting Governance Challenges in Unforgiving Times (3/28/17) (1.5 ACHE Face to Face Education CEUs)
5. Service Line Management-The Next Generation (8/1-2/16) (12 ACHE Face to Face Education CEUs)
6. The Strategic Use of Healthcare Analytics, 4/13-14/2016 (12 ACHE Face-to-Face Education CEUs).
7. Thursday Hot Topic Session #1: Meeting New Demands of Risk Based Reimbursement...3/17/2016 (1.5 ACHE Face to Face Education CEUs)
8. Activating Radicals and Disruptors in a Traditional Healthcare Organization...3/17/2016 (3 ACHE Face to Face Education CEUs)
9. Behavior Smarts: Creating a Culture of Performance Improvement...3/16/2016 (3 ACHE Face to Face Education CEUs)
10. Wednesday Hot Topic Session #2: Riding the Wave: Embracing Innovation...3/16/2016 (1.5 ACHE Face to Face Education CEUs)
11. Leadership Lessons from the Field....3/16/2016 (1.5 ACHE Face to Face Education CEUs)
12. Value-Based Purchasing: Provider and Health Plan Innovations for Healthcare Transformation...3/16/2016 (1.5 ACHE Face to Face Education CEUs)
13. Leading and Managing in Changing Times, 12/14-15/2015, (12 ACHE Face-to-Face Education CEUs)
14. Thursday Hot Topic Session #2: Population Health..., 3/19/2015, (1.5 ACHE Face-to-Face Education CEUs).
15. CEO Circle Session: The CEOs Dilemma: Navigating..., 3/18/2015 (1.5 ACHE Face-to-Face Education CEUs).
16. 84X-Effective Governance During Transformational..., 3/18/2015 (1.5 ACHE Face-to-Face Education CEUs).

17. Wednesday Hot Topic Session #1: The Future Is..., 3/18/2015 (1.5 ACHE Face-to-Face Education CEUs).
18. 30A-Population Health Management: What's Working..., 3/16/2015 (1.5 ACHE Face-to-Face Education CEUs).
19. Hospitals and Integrated Networks of the Future, 3/14/2015 (6 ACHE Face-to-Face Education CEUs).
20. Physician Executives Forum Program, 10/11/2014 (7 ACHE Face-to-Face Education CEUs).
21. Healthcare Consultants Forum Program, 9/12/2014 (6 ACHE Face-to-Face Education CEUs).
22. Developing and Deploying a Hospital Business Intelligence..., 9/8/2014 (12 ACHE Face-to-Face Education CEUs).
23. Process and Technique of Negotiating, 8/11/2014 (17 ACHE Face-to-Face Education CEUs).
24. Thursday Hot Topic Session #2: Healthcare's Popular..., 3/27/2014 (1.5 ACHE Face-to-Face Education CEUs).
25. 88-Proven Strategies and Practices to Enhance..., 3/26/2014 (3 ACHE Face-to-Face Education CEUs).
26. 102A-Getting Everyone on Board With Your Patient..., 3/26/2014 (1.5 ACHE Face-to-Face Education CEUs).
27. 39B-Managing Hospital-Employed Physicians: Lessons From..., 3/25/2014 (1.5 ACHE Face-to-Face Education CEUs).
28. 59X-Leading Healthcare Transformation: The Board..., 3/25/2014 (1.5 ACHE Face-to-Face Education CEUs).
29. Opening Session, 3/24/2014 (1.5 ACHE Face-to-Face Education CEUs).
30. 14A-Physician Alignment: Dos and Taboos, 3/24/2014 (1.5 ACHE Face-to-Face Education CEUs).
31. Smart Marketing: Maximizing Revenue Opportunities..., 2/12/2014 (12 ACHE Face-to-Face Education CEUs).
32. Possibilities, Probabilities and Creative Solutions..., 1/27/2014 (12 ACHE Face-to-Face Education CEUs).
33. Hospitals and Integrated Networks of the Future, 5/6/2013 (12 ACHE Face-to-Face Education CEUs).
34. Toxic Behaviors in Healthcare, 5/2/2013 (6 ACHE Face-to-Face Education CEUs).
35. Becoming Accountable in the Age of Healthcare..., 4/8/2013 (12 ACHE Face-to-Face Education CEUs).
36. 78X-Surviving and Thriving Strategies for a Rural..., 3/13/2013 (1.5 ACHE Face-to-Face Education CEUs).
37. 94A-Physician Employment and Compensation Models That Work, 3/13/2013 (1.5 ACHE Face-to-Face Education CEUs).
38. Tuesday Hot Topic #1: American Hospital Association..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
39. 29B-Profitable Strategies for Developing a Loyal and..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
40. 43A-Engaging Leaders in the Patient Experience: 6..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).

41. 47B-Building a Culture of Healthcare Excellence, 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
42. 60X-Governance Practice in an Era of Healthcare..., 3/12/2013 (1.5 ACHE Face-to-Face Education CEUs).
43. Opening Session, 3/11/2013 (1.5 ACHE Face-to-Face Education CEUs).
44. Physician Executive Boot Camp, 3/10/2013 (7 ACHE Face-to-Face Education CEUs).
45. Improving the Patient Experience To Build Customer Loyalty, 2/20/2013 (12 ACHE Face-to-Face Education CEUs).
46. Preparing To Live on Medicare Rates: A Margin..., 2/18/2013 (12 ACHE Face-to-Face Education CEUs).
47. Achieving a Strategic Partnership With Your Board: Thrive..., 1/23/2013 (12 ACHE Face-to-Face Education CEUs).
48. Comprehensive Leadership for Senior-Level Executives, 12/19/2012 (12 ACHE Face-to-Face Education CEUs).
49. Service Line Management: Creating a Strategy..., 11/7/2012 (12 ACHE Face-to-Face Education CEUs).
50. Physician-Hospital Integration in the 21st Century, 11/2/2012 (1.5 ACHE Face-to-Face Education CEUs).
51. Integration Vs. Competition: The Future of Hospital..., 11/1/2012 (6 ACHE Face-to-Face Education CEUs).
52. Practical Strategies for Engaging Physicians, 10/3/2012 (12 ACHE Face-to-Face Education CEUs).
53. Effective Approaches in Leading Patient Safety..., 10/1/2012 (12 ACHE Face-to-Face Education CEUs).
54. Advanced Strategic Planning To Transform Your..., 8/22/2012 (12 ACHE Face-to-Face Education CEUs).
55. Critical Financial Skills for Hospital Success, 8/20/2012 (12 ACHE Face-to-Face Education CEUs).
56. Physician Integration Strategies: Advanced Lessons..., 8/6/2012 (12 ACHE Face-to-Face Education CEUs).
57. Developing Proactive Physician Alignment and Employment..., 6/13/2012 (12 ACHE Face-to-Face Education CEUs).
58. Improving Hospital-Physician Relations: A..., 6/11/2012 (12 ACHE Face-to-Face Education CEUs).
59. Advanced Topics in Hospital Financial Management, 5/23/2012 (12 ACHE Face-to-Face Education CEUs).
60. Driving Significant Financial Returns: Using Analytics To..., 5/21/2012 (12 ACHE Face-to-Face Education CEUs).
61. Aggressively Improve Cost, Quality and Throughput, 4/25/2012 (12 ACHE Face-to-Face Education CEUs).
62. Board of Governors Examination Review Course, 4/16/2012 (19 ACHE Face-to-Face Education CEUs).
63. Thursday Hot Topic #1: Managing Tomorrow's Talent..., 3/22/2012 (1.5 ACHE Face-to-Face Education CEUs).

64. 109-A Medical Home Actualized: Improving Quality and..., 3/22/2012 (3 ACHE Face-to-Face Education CEUs).
65. 95B-Engaging Physicians in Supply Chain Management, 3/21/2012 (1.5 ACHE Face-to-Face Education CEUs).
66. 103A-PSOs in a World of ACOs: Improving Safety, 3/21/2012 (1.5 ACHE Face-to-Face Education CEUs).
67. Wednesday Hot Topic #2: Driving Performance for Alignment..., 3/21/2012 (1.5 ACHE Face-to-Face Education CEUs).
68. 87-Applying Lean, Six Sigma and Blue Ocean Thinking To..., 3/21/2012 (3 ACHE Face-to-Face Education CEUs).
69. Tuesday Hot Topic #1: American Hospital Association..., 3/20/2012 (1.5 ACHE Face-to-Face Education CEUs).
70. 36-Advanced Hospital Financial Management, 3/20/2012 (3 ACHE Face-to-Face Education CEUs).
71. 57-Charting a Realistic Course Toward Accountable Care, 3/20/2012 (3 ACHE Face-to-Face Education CEUs).
72. 31A-Building the Strategic Medical Home, 3/19/2012 (1.5 ACHE Face-to-Face Education CEUs).
73. Opening Session, 3/19/2012 (1.5 ACHE Face-to-Face Education CEUs).
74. 10A-Executive Compensation in an Era of Healthcare Reform, 3/19/2012 (1.5 ACHE Face-to-Face Education CEUs).
75. Capital Investment Decisions Course, 12/30/2011 (6 ACHE Face-to-Face Education CEUs).
76. Financing Decisions Course, 12/29/2011 (6 ACHE Face-to-Face Education CEUs).
77. Pricing Decisions and Budgeting Course, 12/24/2011 (6 ACHE Face-to-Face Education CEUs).
78. Profit Analysis and Cost Allocation Course, 12/14/2011 (6 ACHE Face-to-Face Education CEUs).
79. 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-present)

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)

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## **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)

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## **AWARDS/RECOGNITIONS**

ACHE National Education Development Grant in 2013 for creation of a new national 12 hour program on “Redesign and Operationalize 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”

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

American College of Healthcare Executives (ACHE) Service Award (December, 2016) 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.” December 16, 2017*

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