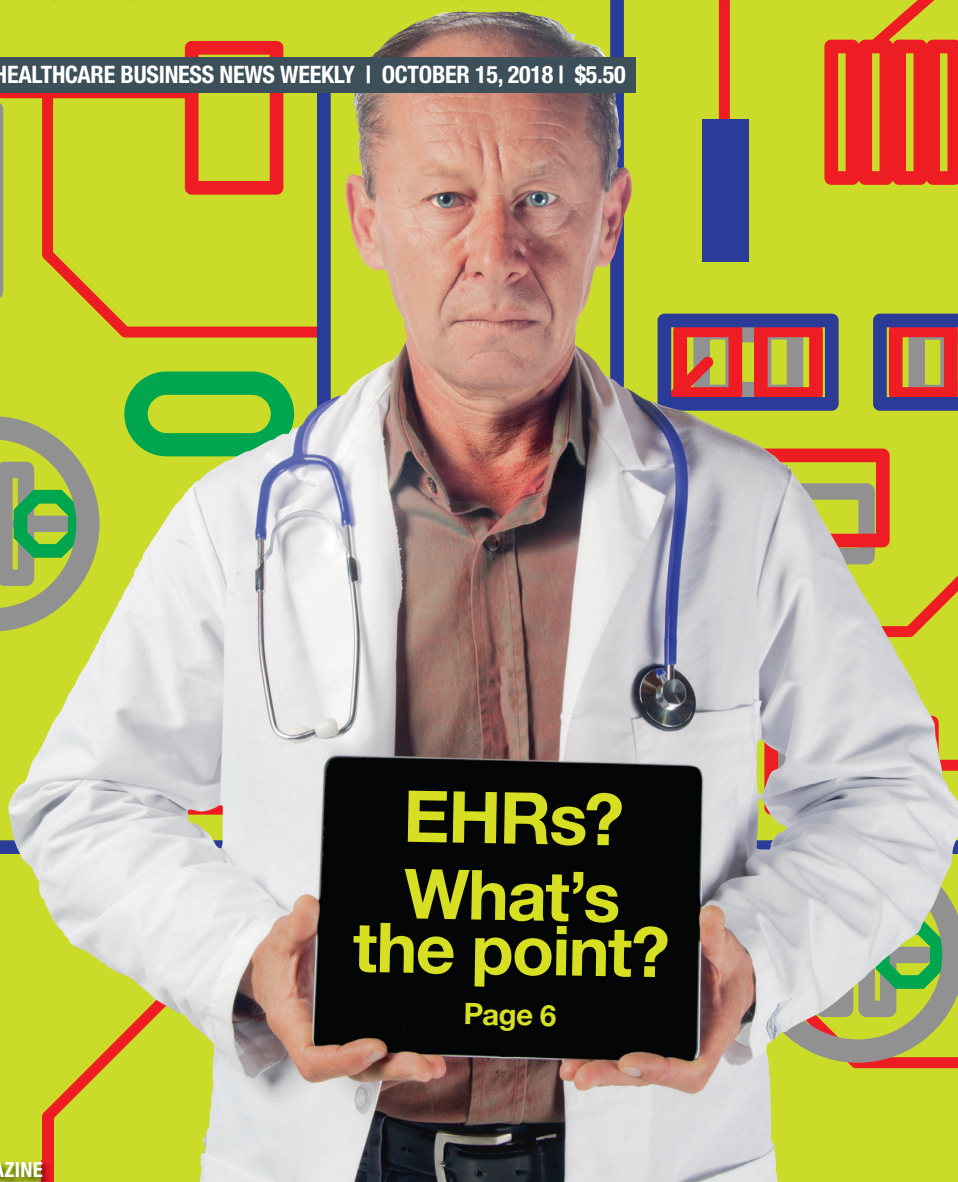


Modern Healthcare

THE ONLY HEALTHCARE BUSINESS NEWS WEEKLY | OCTOBER 15, 2018 | \$5.50

Modern Healthcare >> Vol. 48/No. 42 >> October 15, 2018



**EHRs?
What's
the point?**

Page 6

NEWS MAGAZINE

CRAIN

MODERNHEALTHCARE.COM

Up & Comers Class of 2018 Page 16



Dalton



Fegraus



Reynolds

UP & COMERS

What's past is prologue for the next generation of leaders

By Janaya Greene

Where there's a need, there's an Up & Comer. Whether it's lifesaving operations or trouble obtaining insurance, the delivery system plays a dramatic role in people's lives. This rings true for this year's class of dynamic young leaders.

An amalgamation of these good and bad experiences are what set a fire in these leaders to not just claim their places in the healthcare field, but embrace complex challenges to reshape the industry.

For Jessica Melton, giving back is at the heart of working in emergency services, and for Laura Fegraus, it's all about demystifying healthcare for the public.

Selected from 152 nominees, the 15 honorees bring unique perspectives to what the future of healthcare will look like. As evidenced by previous Up & Comers—like Dr. Leana Wen, class of 2016, who recently became the first physician president of the Planned Parenthood Federation of America in nearly 50 years—this likely won't be the last time you hear their names.



**COLEEN
SANTA ANA**

**38
President**

**Sentara Albemarle
Medical Center
Elizabeth City, N.C.**

Coleen Santa Ana's mom was an oncology nurse, so she had an interest in healthcare growing up but wasn't totally sure if it was the career for her. Then a career aptitude test helped her make a final decision.

"It had me split at professional business and professional healthcare. I thought it was really fascinating. With that concrete information I locked it in as a career," she said.

Before Albemarle Health joined Sentara and before Santa Ana became president, both in 2014, what is now known as Sentara Albemarle Medical Center was suffering \$8 million in annual losses. Under her leadership, losses improved significantly to \$1.4 million, and the hospital was \$4.3 million in the black within a couple of years.

"I chose this position specifically because it was an opportunity to turn around a new acquisition for Sentara. It's the first time we're entering into North Carolina as a state. This made it an exciting opportunity to improve the healthcare of a community," she said.

The Sentara medical center has seen improvements in readmissions and a \$3.74 million increase in revenue, a 1.5% gain in market share. Santa Ana has also led clinical improvement processes to reduce variation.

"I've always lived for the adventure and excitement of problem solving, cost improvement and the journey of making a positive impact anywhere I go. It's the essence of what I enjoy," she said.

In which TV medical drama would you star? **"Grey's Anatomy"**

What musician do you dream of performing at your next birthday celebration?

Bruno Mars

What superhero are you? **Wonder Woman**



MICHAEL DALTON

37
Director, state
government relations
MetroHealth System
Cleveland

Six months after Michael Dalton successfully advocated for expanding Medicaid in Ohio, he saw a man enter a health facility with his bag of medications in hand. The man was “beaming and proud,” Dalton recalled, as he finally had healthcare coverage and could afford to visit a physician. It’s moments like these that remind Dalton of what he’s fighting for.

Dalton was introduced to the complexities of healthcare while working in Congress as district director for Rep. Betty Sutton (D-Ohio). “We were going through two very difficult issues at the time. One was the Affordable Care Act. We had people picketing our office on a daily basis,” Dalton said. “I decided if I was going to transition from the congresswoman’s office, it was going to be something really challenging, complicated and complex that would allow me to pursue my passion of lifelong learning. In healthcare, I’ve definitely gotten that.”

Since leaving Congress, Dalton has taken on numerous health policy roles. While at MetroHealth he led a group of safety-net providers who were able to secure \$200 million in Center for Medicare and Medicaid Innovation grants to combat the state’s opioid epidemic. He’s also led a coalition of health facilities advocating against cuts to the 340B discount drug program.

“I’ve really come to enjoy the complexities and strategies that come with government relations. When I say ‘government relations,’ I don’t mean just meeting with legislators. It’s really about diving in to help policy and effect change.”

In which TV medical drama would you star? **“ER”**

What musician would you dream of having perform at your next birthday celebration? **The Black Keys**

What superhero are you? **Wolverine**

In which TV medical drama would you star? **I live my own medical drama every day, but if I have to choose, “House”**

What musician do you dream of performing at your next birthday celebration? **Chris Stapleton**

What superhero are you? **Wonder Woman**

At 9 years old, Tiffany Berry decided to be a doctor. Many years later, she decided that she needed to fix the ailing healthcare system, not just patients.

“After I went into healthcare, I found all the ways it is broken. I felt really compelled to work on fixing things,” she said.

With Berry as chief medical officer, the Baylor Scott & White Quality Alliance has achieved major milestones: 20,000 hypertension patients with blood pressure under control; 16,000 patients receiving chronic care management services; \$78 million in medical cost savings over six years. The accountable care organization is affiliated with Baylor Scott & White Health.

“If you’re a low-income patient, the working poor, or even one with lots of resources, it’s still very difficult to figure out how to use our healthcare system in an efficient manner,” she said.

Berry oversees 13 payer contracts, in addition to aligning and consolidating measures. She makes it a goal to improve the quality of care for all patients by holding providers accountable.

Throughout her career, Berry keeps advice from an early mentor in mind: “Every single thing that your pen writes has a lot of dollars associated with it.” She credits this with how she helps keep costs low.

“I needed to understand that the dollars I was spending really belonged to other people,” she said.



DR. TIFFANY BERRY

40
Vice president and chief
medical officer

Baylor Scott & White
Quality Alliance
Dallas

For Dr. Chris DeRienzo, the “why” in healthcare is people. DeRienzo’s experiences on the clinical side remind him why the administrative side is also important. “In a leadership role, I now get to spend my time empowering doctors, nurses and other people on our team to spend more of their time

In which TV medical drama would you star?
“ER”

What musician do you dream of performing at your next birthday celebration?

Brad Paisley

What superhero are you? **Professor Charles Francis Xavier (Professor X)**

helping patients,” he said.

As chief quality officer at Mission Health, DeRienzo spearheads initiatives for a system where 70% of patients are either uninsured or covered by Medicare or Medicaid.

“I get to inspire, I get to coach, I get to spend every day figuring out how to improve, how to

prevent harm,” DeRienzo said.

Under his leadership, Mission Health has made significant improvements—in reductions in people leaving the emergency department without being seen, increases in ED volumes, reductions in length of stay and improvements in pain management.

DeRienzo is only the fourth medical student to have been elected and re-elected to serve on the American Medical Association’s board of trustees.

“I get out of bed every day because it’s my job to make sure everywhere we see patients, we are as good as we can be today, and we’re figuring out how we can get even better tomorrow,” he said.

DR. CHRIS DERIENZO

37
Chief quality officer
Mission Health
Asheville, N.C.



SETH EDWARDS

38
Principal of population
health management
Premier
Charlotte, N.C.

Seth Edwards started his professional career as a graphic designer, but when illness befell his father, everything changed. Nearly 13 years ago, Edwards’ father was diagnosed with a tumor where the spinal cord and skull meet. After witnessing the level of care his father received before and after a successful surgery, Edwards was inspired to make a significant life change.

“I just remember thinking throughout that entire incident that these doctors, nurses and everyone related to the care he was receiving had such a significant impact on my life, and they were just doing their job,” Edwards recalled. “That’s something I really wanted to do for others.”

He went back to school to get a graduate degree in healthcare administration and ever since has honed his talents to help healthcare organizations pursuing Medicare accountable care organizations build structures needed to

succeed in value-based models. At Premier, he’s improved population health efforts at 75 systems and last year achieved 23% growth in the organization’s population health services.

“My parents instilled in me at a young age that you always have to give 100% and you have to be the best that you can be in terms of the effort you put out and how you interact with people,” he said.

The ACOs that Edwards partners with have outperformed other top ACOs in cost savings and quality. “I want to continue to learn what other successful groups are doing and help disperse that information as broadly as we can to continue to work to improve the healthcare system,” he said.

In which TV medical drama would you star?
“The West Wing” (policy side of healthcare)

What musician would you dream of having perform at your next birthday celebration?

Miles Davis, if he were alive

What superhero are you?

Captain America

The closing of a local steel mill in the early 1980s transformed how Laura Fegraus understood healthcare. When the mill—which employed her father and many members of her community—closed, it became significantly difficult for him to obtain healthcare benefits for their family. Although both of Fegraus’ parents worked, this remained difficult as they sought other jobs.

“Obtaining and keeping health insurance that we could purchase on the individual market was a real problem for our family.

We avoided seeking care due to cost and access issues,” she said.

Since then, Fegraus has used communication and strategy to reimagine and demystify navigating the American healthcare system for consumers.

While at Kaiser Permanente, Fegraus has built a new brand identity for medical

In which TV medical drama would you star? **“Grey’s Anatomy”**

What musician would you dream of having perform at your next birthday celebration? **Ray LaMontagne**

What superhero are you? **Wonder Woman**

groups and worked to position company executives as thought leaders. Her strategic plans have helped the system achieve pivotal financial and clinical goals.

Fegraus’ mother passed away from late-stage cancer at 45. Though she had insurance, her care was uncoordinated. Her mother lived just nine months after her diagnosis. “Being sick shouldn’t be as hard as it really is in this country. My lifelong commitment to a career in healthcare really comes from a deep desire to improve the system for the patients who rely on it in the most challenging, and most joyous, moments in their lives,” Fegraus said.

LAURA FEGRAUS

37
Vice president of external affairs, communications and brand
Permanente Federation
Oakland, Calif.



An ankle fracture in high school led MaCalus Hogan to a lifelong career in healthcare. The surgeon who operated on his ankle invited Hogan to shadow him during summers and holidays; he’s been dedicated to orthopedics ever since.

“I love providing patient and surgical care, but the most exciting piece is as I’m providing that care, I have the opportunity to think about how it can be provided better, more efficiently and more abundantly. I’m involved in the evolution of that care delivery; that’s what makes my job exciting,” he said.

A man with many titles, Hogan was recently appointed medical director of outcomes and registries at the Wolff Center for Quality, Safety and Innovation at UPMC. He has put new metrics in place from a bundled-payment contract that’s resulted in outcomes data being collected on 80% of preoperative patients and 60% of post-op patients.

Just as Hogan was mentored, he has several proteges at UPMC.

“I want to really take healthcare, not to the next level, but beyond whatever the next level may be. I tell my residents all the time, we have to be prepared for the future that will not be like today. Everything is the next beginning,” he said.

In which TV medical drama would you star? **“Scrubs”**

What musician would you dream of having perform at your next birthday celebration? **OutKast**

What superhero are you? **Black Lightning**

DR. MACALUS HOGAN

38
Vice chair of orthopedic surgery and medical director for outcomes and registries
University of Pittsburgh Medical Center





JOANNE INMAN

39
President
Sentara Leigh Hospital
Norfolk, Va.

As long as patients still have needs, Joanne Inman is hesitant to claim success. Inman oversees Sentara Leigh Hospital, one of Sentara Healthcare's largest and best-performing facilities.

"Humanity is connected by our universal need for good health. As a small child I was fascinated by medicine and nursing, particularly how science, art, discovery and compassion interplay as we strive to provide complete care for people," she said.

In 2017, Inman advanced a master plan for Sentara Leigh that included a joint venture for an ambulatory surgery center and a new cancer center.

"I have always had a strong connection to strategy and leadership, which led me away from direct care provision and toward healthcare management," she said.

Inman has led the organization in

reducing variation and improving quality, including drops in hospital-acquired infections and readmissions. Under her administration, Sentara Leigh Hospital was scored by IBM Watson Health as one of the top five across five measures.

Yet for Inman, there's much more to be done. "The reality is that in healthcare, we have only scratched the surface on truly improving health in a way that reflects the quadruple aim. Therefore, I will always have high priority goals," she said.

In which TV medical drama would you star? **I would probably have to collaborate on a new one**

What musician would you dream of having perform at your next birthday celebration? **Billy Joel**

What superhero are you? **Wonder Woman**

Dr. Leslie Jurecko spent most of her younger years in and out of healthcare facilities. When she was 10 years old, her father became quadriplegic after an accident. Jurecko saw firsthand how the U.S. healthcare system was helpful, but also that improvements needed to be made.

"I just kept asking more and more questions about his diagnoses and his treatment. There was a moment when I realized I was more interested in healing and helping people and understanding physiology and science. The rest of my life was focused on that," Jurecko said.

Since 2009, Jurecko has worked in quality and safety roles at Spectrum Health. She was promoted to vice president in June 2017.

In addition to creating programs to counteract physician burnout, she has created processes to more deeply examine differing health outcomes across ZIP codes and improved Spectrum's late charges performance.

At the heart of Jurecko's work is pairing her executive role with how to serve patients for the best one-on-one experiences and ensure her colleagues do the same.

"I have 200 people on my team. What I thrive in is leading them in a service leadership manner. I flip our hierarchy upside down; my whole job is to serve them. Everything is 'we' and about the team. It's not about 'I,'" she said.

DR. LESLIE JURECKO

39
Vice president for
delivery system quality,
safety and experience
Spectrum Health
Grand Rapids, Mich.



In which TV medical drama would you star? **"Doc McStuffins"**

What musician would you dream of having perform at your next birthday celebration? **Colbie Caillat**

What superhero are you? **Spider-Woman**



BRITTANY LAVIS

29
Market chief financial
officer
Detroit Medical Center

Healthcare wasn't a field Brittany Lavis thought she could tackle. Shadowing her mom, who was a nurse, made it clear to Lavis that she wasn't interested in clinical work.

"I didn't realize until I was going to college that there was a business side to healthcare and to healthcare management," she said. "It was when I was choosing my major that I learned that, and I thought, 'That's what I'm doing!'"

Lavis has worked in healthcare management ever since. The youngest chief financial officer within the Tenet Healthcare Corp. chain, Lavis has worked to achieve numerous operational and financial goals, including improving patient satisfaction scores and turning Placentia-Linda Hospital—where she served as CFO until being promoted to DMC in September—from one of Tenet's worst performers on late charges into one of the top three. She also helped a team at the hospital develop an application for swifter out-of-network transfers.

Conquering new challenges has created a domino effect for Lavis to continue making strides within her company and in her career.

"I've always been intrinsically motivated and always looking for another opportunity. For example, when working out, there's something about the satisfaction of doing something I wasn't able to do before that continuously motivates me. I'm the same in my career," Lavis said.

In which TV medical drama would you star? **"The Good Doctor"**

What musician would you dream of having perform at your next birthday celebration? **John Mayer**

What superhero are you? **Spider-Man**

Jessica Melton comes from a service-oriented family. Her mom was a nurse and her dad served in the military. Yet it was the first day of graduate school that pushed her into emergency services.

"My first day of graduate school, Hurricane Katrina happened. It was almost like it was speaking to me: 'You love healthcare; you love planning.' I decided I can make change where I can find immense purpose and joy and dedication to service," she said.

Since then, Melton has worked her way up the ladder at Duke University Hospital. Under Melton's leadership, the emergency department has seen a 45% drop in patients leaving without being seen, while volume has grown by 23%. She's also taken a leadership role in reducing workplace violence.

The hospital has also seen reductions in 30-day readmissions from high-impact populations as well. More recently, Melton took leadership in deploying services to those in need as Hurricane Florence hit North Carolina.

Among all of her achievements, she takes special pride in mentoring the next generation of leaders.

"I love helping those early in their

career find their voice and claim their seat at the table. When you're early in your career, you're not really sure who you are authentically. It's important for me to help them with that self-discovery, and really embrace how they can make an impact," she said.

In which TV medical drama would you star? **Most medical shows on the Discovery Channel/Discovery Life**

What musician would you dream of having perform at your next birthday celebration? **Pharrell**

What superhero are you? **Wonder Woman**

JESSICA MELTON

35
Vice president, medical,
surgical and critical care
services

Duke University Hospital
Durham, N.C.



For Corbin Petro, working in healthcare is about doing great service. Petro grew up in one of the Midwest's swing states, Ohio. Her father, a politician, exposed her to the range of concerns and backgrounds of American people at an early age. Healthcare was a recurring theme.

In which TV medical drama would you star? **"Grey's Anatomy"**

What musician would you dream of having perform at your next birthday celebration? **Madonna**

What superhero are you? **Supergirl**

"Growing up and being a part of a number of campaigns, it exposed me to people of different plights and raised my awareness around service and healthcare; a person's situation in life can be very different, even for people living only five miles apart," she said.

As president and CEO of Benevera Health, a payer-provider joint venture among Harvard Pilgrim Health Care and four

hospitals in New Hampshire, Petro hopes to ease those concerns for patients. She has been innovative in redefining Benevera Health and co-leading Harvard Pilgrim's insurance business.

One of her most notable accomplishments has been working on the design for implementing exchanges in the Affordable Care Act. Under Corbin's leadership, Benevera patients had 33% lower utilization rates, 65% lower inpatient admissions and 58% lower emergency department usage, for great financial saving for patients and Benevera.

Throughout her career of strategizing new ways to overcome healthcare challenges, Petro finds inspiration "to leave the world a better place than we found it" in her wife and two children.

"I want to keep innovating in healthcare, building teams and finding creative ways to improve people's lives through the healthcare sector, at a broader scale," Petro said.



**CORBIN
PETRO**

39
President and CEO
Benevera Health
Bedford, N.H.



**JIM
PURSLEY**

39
Chief commercial officer
Livongo Health
Chicago

Jim Pursley works in healthcare because health is the foundational element of life.

"Without our health, all the talent, wealth and opportunities afforded to us go unrecognized. Health is a foundational element that we often take for granted yet is absolutely necessary for us to achieve all we're capable of and dream of," he said.

Pursley has been chief commercial officer at Livongo Health since it launched in 2014. In that time, he's helped triple the company's size, and its revenue has more than doubled.

Livongo, a digital health company, prides itself on reducing the daily burdens of people living with chronic conditions.

"Being able to fight, advocate and push for a healthier world and give people the gift of better health is something that is incredibly exciting, motivating, inspiring and deeply personal because we all are impacted by our health and (possible) lack of," he said.

The medical-technology company developed a partnership with Cambia Health Solutions for a personalized care product. Livongo Health is also listed on Forbes' Next Billion-Dollar Startups list.

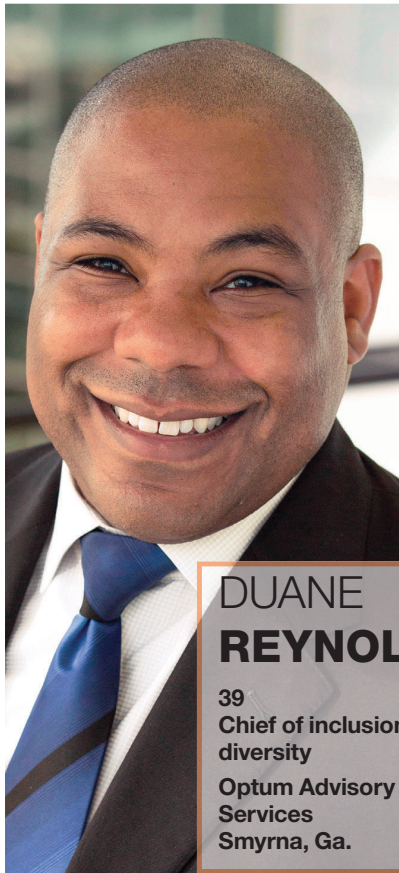
"Helping our clients and partners make performance changes to how we interact and engage with healthcare, and collectively build a better world, is what I love about my job," he said.

In which TV medical drama would you star? **"Grey's Anatomy"**

What musician do you dream of performing at your next birthday celebration?

Bruce Springsteen

What superhero are you? **Captain America**



DUANE REYNOLDS

39
Chief of inclusion and diversity
Optum Advisory Services
Smyrna, Ga.

Duane Reynolds is familiar with the struggles marginalized groups face in receiving healthcare. In his job, he's able to marry his passion for making the healthcare workforce more representative of its clients with the pursuit of health equity.

"There's a lot of change and progress that needs to occur when it comes to servicing diverse and underserved populations. With the advent of population health, there's now a window of opportunity to help people understand how social determinants of health and health equity improvements can make improvements for underserved populations that typically are high-risk," he said.

As chief of inclusion and diversity at Optum Advisory Services, Reynolds helped improve its internal hiring culture. Under his leadership, the organization experienced a 33% improvement in hiring minorities; 21% improvement in hiring women; 19% improvement in promotions for minorities and a 13% improvement for women. Reynolds helped achieve similar results for numerous clients; he was recognized by a client for producing \$3.7 million in savings for that organization.

Reynolds is transitioning to new responsibilities as the company integrates the recently acquired Advisory Board Co. into its portfolio. "Whatever the future of my career holds, it will always be about the people I can impact, whether that be internal or directly impacting diverse patient experiences. It's not about the title, it's about the impact I'm having on addressing health disparities in our system," Reynolds said.

In which TV medical drama would you star? **"Grey's Anatomy"**

What musician would you dream of having perform at your next birthday celebration? **Adele**

What superhero are you? **One of the X-Men**

Medical facilities are often the last place children and their families want to be. Ben Salinas knows because he underwent foot surgery in fifth grade.

Many years later, Salinas does his best to make visits as enjoyable as possible for pediatric patients at Children's Health.

"I had some fused bones. At the time it was an experimental procedure that a lot of places wouldn't do on pediatric patients. I was lucky enough to get it at a center with physicians doing cutting-edge stuff. It helped me to walk correctly," Salinas said.

He's risen through the ranks at Children's Health the last six years. During his tenure, Salinas has reduced staff turnover from 25% to 14% and led efforts to expand the hospital's programming, including addressing gender identity.

In which TV medical drama would you star? **"New Amsterdam"**

What musician would you dream of having perform at your next birthday celebration? **Pink**

What superhero are you? **Batman**

One of the favorite parts of his workday is seeing "the kids improving, smiling, going from really scared

to excited to see their doctors and the care team because they've established those relationships."

He continues to lead efforts to improve patient satisfaction for the 1,100 daily outpatient visits at two hospital campuses.

BEN SALINAS

39
Vice president of ambulatory services
Children's Health Dallas

