Program

Sponsors + Hosts 2
Welcome 3
Annual Meeting Agenda 5
USCIPP 2017 Leadership Awards Dinner Agenda 9
Speaker Bios 11
About Paul E. Farmer, MD, PhD 18
Interview with Leonard Karp 19
NCHL: Five More Years of Progress 22
   Leadership Collaborations 23
   Administrative Fellowships 24
   Healthcare Apprenticeships 25
USCIPP Member List 27
Dear Colleagues,

Welcome to the 2017 US Cooperative for International Patient Programs (USCIPP) annual meeting!

Those of you who joined us at last year’s conference in Los Angeles may have noticed that the past 12 months have been particularly transformative for USCIPP. Perhaps most significantly, we and our partners at Health Brand Group are thrilled to have this year’s meeting serve as the official launch of ChooseUSHealth, a federally sponsored initiative that—for the first time ever—will globally communicate the value of healthcare available in the United States and offer a platform through which international patients and providers can more easily find, learn about, and connect with American healthcare providers. In addition to serving as resource for patients, ChooseUSHealth also encourages global collaboration by highlighting members’ advisory, educational, and management services capabilities to potential international partners.

As part of this year’s annual meeting, we are pleased to host the inaugural USCIPP Leadership Awards Dinner on the evening of April 13. There we will recognize two individuals who have made outstanding contributions to international healthcare—Leonard Karp of Philadelphia International Medicine, winner of the 2017 USCIPP International Services Leadership Award, and Dr. Paul E. Farmer of Brigham and Women’s Hospital, recipient of the 2017 USCIPP International Humanitarian and Global Health Leadership Award. We at USCIPP are thrilled to be able to honor both Mr. Karp and Dr. Farmer as this year's award recipients, and we would like to extend our thanks to the 2017 Awards Selection Committee and our Platinum Sponsor, Flywire, as well as our event sponsors for making this possible.

In addition to the ChooseUSHealth brand launch and USCIPP Leadership Awards, this year’s meeting will include an update from USCIPP on the latest market and operational data for international programs based on the 2015-2016 annual benchmarking survey; a discussion session on the political and economic trends currently challenging international programs; and several focused, peer-to-peer learning sessions. This year’s meeting will feature learning sessions hosted by many of our USCIPP member institutions—Texas Children’s, UCLA Health, Boston Children’s, NewYork-Presbyterian, Houston Methodist, Cincinnati Children’s, UPMC, Children’s Mercy Kansas City, Johns Hopkins Medicine International, Children’s Hospital of Philadelphia, Baptist Health International, and UCSF. The presentations will cover a number of relevant and timely topics, such as focused sessions on international program finance, business development, operations, patient safety and quality, and more.

The cooperative spirit of our members is perhaps nowhere more evident than in the presentation you will hear from Johns Hopkins Medicine International, Lurie Children’s, Cancer Treatment Centers of America, UCLA Health, and USCIPP about the first year of the innovative on-site collaboration program. Championed and facilitated by our esteemed colleagues at Johns Hopkins Medicine International, the 2016-2017 program has to date resulted in three successful informational and knowledge exchange sessions at the participants’ facilities—first at UCLA Health in Los Angeles, then at Cancer Treatment Centers of America’s campus in Phoenix, and most recently at Lurie Children’s in Chicago. The last on-site collaboration in the 2016-2017 cycle is scheduled to take place this July and will be hosted by Johns Hopkins in Baltimore.

Finally, you will hear about a new research initiative that USCIPP is leading in collaboration with the Rush Center for Advancement of Healthcare Value and Flywire—the development of an international patient experience survey. The survey will give USCIPP members a common set of experience-of-care metrics, allowing for cross-organizational comparisions as well as the identification and dissemination of evidence-driven best practices.

On behalf of the entire USCIPP team as well as our extended NCHL family we want to thank you for your continuing support and involvement with our collaborative programs. Your active participation is what has made USCIPP the unique and valuable resource it continues to be for all of our members.

Thank you for sharing your time with us.

Andrew N. Garman, PsyD
Executive Director
US Cooperative for International Patient Programs (USCIPP)

Jarrett Fowler
Program Manager
US Cooperative for International Patient Programs (USCIPP)
Flywire is proud to be the platinum sponsor at USCIPP!

We’re excited to continue improving the international patient experience through our partnership.

FLYWIRE.COM
WEDNESDAY, APRIL 12, 2017

3:00 PM  USCIPP ADVISORY COUNCIL MEETING (Advisory Council members only)  Marriott East Side | Loomis
3:30 PM  REGISTRATION (Premium members only)  O'Keefe
4:00 PM  USCIPP RESEARCH UPDATE AND BUSINESS INTELLIGENCE MEETING (Premium members only)
   Jarrett Fowler, Program Manager, US Cooperative for International Patient Programs
   Andrew N. Garman, PsyD, Executive Director, US Cooperative for International Patient Programs; CEO, National Center for Healthcare Leadership; Professor, Department of Health Systems Management, Rush University
   Tricia Johnson, PhD, Research Director, US Cooperative for International Patient Programs; Professor and Associate Chair of Research & Education, Department of Health Systems Management, Rush University; Director, Rush Center for the Advancement of Healthcare Value
5:30 PM  REGISTRATION  Morgan
6:00 PM  RECEPTION HOSTED BY NEW YORK-PRESBYTERIAN (Members, Gold, and Platinum sponsors only)

THURSDAY, APRIL 13, 2017

8:30 AM  REGISTRATION AND BREAKFAST  Griffis Faculty Club | Uris Auditorium
9:00 AM  NEW YORK-PRESBYTERIAN WELCOME ADDRESS
   Burak Malatyali, Vice President, Strategic Alliances and Global Services, NewYork-Presbyterian
   Karen Westervelt, Senior Vice President and COO, NewYork-Presbyterian Regional Hospital Network
9:10 AM  USCIPP WELCOME ADDRESS
   Andrew N. Garman, PsyD, Executive Director, US Cooperative for International Patient Programs; CEO, National Center for Healthcare Leadership; Professor, Department of Health Systems Management, Rush University
9:15 AM  USCIPP ANNUAL BENCHMARKING SURVEY DATA SESSION (USCIPP members only)
   Tricia Johnson, PhD, Research Director, US Cooperative for International Patient Programs; Professor and Associate Chair of Research & Education, Department of Health Systems Management, Rush University; Director, Rush Center for the Advancement of Healthcare Value
10:30 AM  BREAK  Lounge
10:45 AM  CHOOSEUSHEALTH BRAND LAUNCH  Uris Auditorium
   Shabnam Daneshgar, Project Specialist, US Cooperative for International Patient Programs
   Jarrett Fowler, Program Manager, US Cooperative for International Patient Programs
   Jeffrey Nemetz, Founder and Managing Partner, Health Brand Group
11:30 AM  CURRENT POLITICAL AND ECONOMIC TRENDS CHALLENGING INTERNATIONAL PROGRAMS
   Maria Corbo, Independent Consultant
   Mick Merritt, Managing Partner, Polaris Global Healthcare
12:15 PM  LUNCH AND TABLETOP DISCUSSIONS  Dining Room
### Agenda

**THURSDAY, APRIL 13, 2017**

#### 2:00 PM  BREAKOUT SESSIONS

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<td><strong>GRIFFIS—A950</strong></td>
<td><strong>ESSENTIALS OF INTERNATIONAL PROGRAM STRUCTURES AND STAFFING MODELS</strong></td>
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<tr>
<td>Vivian Beene, Director, International Operations, UCLA Health</td>
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<td>Iman Shebaro, Assistant Director, International Services, Texas Children's</td>
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<td><strong>GRIFFIS—DINING ROOM</strong></td>
<td><strong>COMMUNITY LENGTH OF STAY CHALLENGES AND RESOLUTIONS: MANAGING PATIENTS AND FAMILIES WHO STAY LONGER THAN NECESSARY FOR TREATMENT</strong></td>
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<td>Molly Cain, Assistant Vice President, Medical Operations, Cincinnati Children's Hospital Medical Center</td>
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<td>Diane E. Herzog, RN, Pediatric Nurse, Director of Care Management, Cincinnati Children's Hospital Medical Center</td>
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<td>Christine M. White, MD, Associate Professor, University of Cincinnati Department of Pediatrics and Associate Chief of Staff; Medical Director, Division of Hospital Medicine, Burnet Campus; Medical Director, Destination Excellence, Cincinnati Children's Hospital Medical Center</td>
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<td><strong>GRIFFIS—URIS AUDITORIUM</strong></td>
<td><strong>ADVANCED BUSINESS DEVELOPMENT: IN-COUNTRY REPRESENTATION</strong></td>
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<td>Oussama Elbaba, Executive Director, Business Development, Global Services, NewYork-Presbyterian</td>
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<td>Mariel Garcia, Director, International and Telemedicine Services, Children's Hospital of Pittsburgh of UPMC and Director, Global Care, UPMC</td>
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#### 3:00 PM  BREAKOUT SESSIONS

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<td><strong>GRIFFIS—A950</strong></td>
<td><strong>ESSENTIALS OF INTERNATIONAL PATIENT FINANCE: OPEN DISCUSSION ON EMBASSY RELATIONS MANAGEMENT</strong></td>
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<td>Ali Farhat, Financial Administrator, Government Relations, Global Services, NewYork-Presbyterian</td>
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<td>Barbara Gideon, Assistant Director, International Services, UCSF Medical Center</td>
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<td><strong>GRIFFIS—DINING ROOM</strong></td>
<td><strong>INNOVATIONS IN INTERNATIONAL PATIENT SAFETY AND QUALITY AT BOSTON CHILDREN’S: A MULTIDISCIPLINARY FORUM</strong></td>
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<td>Stephen Monteiro, Senior Director, International Patient Operations, Boston Children's Hospital</td>
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<tr>
<td>Meredith van der Velden, MD, Medical Director, International Patient Services and Associate, Critical Care Medicine, Boston Children's Hospital</td>
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<td><strong>GRIFFIS—URIS AUDITORIUM</strong></td>
<td><strong>ADVANCED INTERNATIONAL PATIENT FINANCE: INTERNATIONAL PAYMENT SERVICE CONSIDERATIONS FROM BEGINNING THROUGH IMPLEMENTATION (USCIPP members only)</strong></td>
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<td>Andrew Brown, Director, Financial Operations, Global Services, NewYork-Presbyterian</td>
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<td>Pamela Frank, Director, International Services, Children’s Mercy Kansas City</td>
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<td>Inna Shurigina, Patient Financial Services Manager, NewYork-Presbyterian</td>
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#### 3:45 PM  BREAK

#### 4:00 PM  USCIPP BUSINESS MEETING (**USCIPP members only**)

Shabnam Daneshgar, Project Specialist, US Cooperative for International Patient Programs

Jarrett Fowler, Program Manager, US Cooperative for International Patient Programs

Andrew N. Garman, PsyD, Executive Director, US Cooperative for International Patient Programs; CEO, National Center for Healthcare Leadership; Professor, Department of Health Systems Management, Rush University

Tricia Johnson, PhD, Research Director, US Cooperative for International Patient Programs; Professor and Associate Chair of Research & Education, Department of Health Systems Management, Rush University; Director, Rush Center for the Advancement of Healthcare Value

#### 5:00 PM  END OF DAY AND CLOSING REMARKS
THURSDAY, APRIL 13, 2017

7:30 PM  USCIPP 2017 LEADERSHIP AWARDS DINNER (see detailed agenda on page 9)  Marriott East Side | Stuyvesant Ballroom

FRIDAY, APRIL 14, 2017

8:00 AM  BREAKFAST AND TOUR  Griffis Faculty Club | Lounge
8:00 AM  BREAKFAST  
9:00 AM  USCIPP ON-SITE COLLABORATION PROGRAM  Dining Room
Soraia Angiuli, Director, Business Growth and Relationship Development, Johns Hopkins Medicine International
Vivian Beene, Director, International Operations, UCLA Health
Jarrett Fowler, Program Manager, US Cooperative for International Patient Programs
Diane Lynn, Coordinator, International Patient Services, Ann & Robert H. Lurie Children's Hospital of Chicago
Robyn Thaney, Manager, International Brand Development, Cancer Treatment Centers of America

10:15 AM  USCIPP INTERNATIONAL PATIENT EXPERIENCE SURVEY INITIATIVE  
MODERATOR  
Tricia Johnson, PhD, Research Director, US Cooperative for International Patient Programs; Professor and Associate Chair of Research & Education, Department of Health Systems Management, Rush University; Director, Rush Center for the Advancement of Healthcare Value
Summer Dajani, Vice President, Global Patient Services & Education and Training, Houston Methodist
Michael Drunasky, Project Assistant, US Cooperative for International Patient Programs
Francis Fullam, Senior Director, Marketing Research and Assistant Professor, Department of Health Systems Management, Rush University
David Herrick, Executive Vice President and General Manager - Healthcare, Flywire

11:00 AM  BREAK  Lounge
11:15 AM  EXPANDING YOUR REACH: MAKING INTERNATIONAL PARTNERSHIP, ADVISORY, CONSULTING, AND EDUCATION SERVICES SUCCESSFUL  Dining Room
MODERATOR  
Ruth Frey, CPNP, Senior Director, Business and Program Development, International Medicine, The Children's Hospital of Philadelphia
Raul Lopez, Assistant Vice President, International Marketing and Public Relations, Baptist Health International
José F. Núñez, Vice President, Global Business Development, Houston Methodist
Irma Purisch, Managing Director, Global Services, Johns Hopkins Medicine International

NOON  CLOSING REMARKS (boxed lunches available)

7:05 PM  GROUP ACTIVITY: NEW YORK YANKEES VS. ST. LOUIS CARDINALS  Yankee Stadium
Congratulations to the 2017 USCIPP Leadership Awards Recipients!

Thank you for your contributions to USCIPP and the field of international healthcare.

2017 INTERNATIONAL HUMANITARIAN AND GLOBAL HEALTH LEADERSHIP AWARD

Paul E. Farmer, MD, PhD

2017 INTERNATIONAL SERVICES LEADERSHIP AWARD

Leonard Karp

PAUL E. FARMER, MD, PHD
Chief and Professor of Medicine, Division of Global Health Equity, Brigham and Women’s Hospital; Founding Director, Partners In Health; Chair, Department of Global Health and Social Medicine, Harvard Medical School

LEONARD KARP
President & CEO, Philadelphia International Medicine

SPONSORED BY:

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THURSDAY, APRIL 13, 2017

6:00 PM   RECEPTION

6:30 PM   WELCOME
Andrew N. Garman, PsyD, Executive Director, US Cooperative for International Patient Programs;
CEO, National Center for Healthcare Leadership; Professor, Department of Health Systems Management, Rush University

6:35 PM   OPENING REMARKS
David Herrick, Executive Vice President and General Manager - Healthcare, Flywire

6:45 PM   INTRODUCTION OF 2017 INTERNATIONAL SERVICES LEADERSHIP AWARD RECIPIENT
Edwin J. McCarthy, Vice President, Center of International Medicine, City of Hope

6:50 PM   AWARD RECIPIENT’S REMARKS
Leonard Karp, President and CEO, Philadelphia International Medicine

7:05 PM   INTRODUCTION OF 2017 INTERNATIONAL HUMANITARIAN AND GLOBAL HEALTH LEADERSHIP AWARD RECIPIENT
Jarrett Fowler, Program Manager, US Cooperative for International Patient Programs

7:10 PM   AWARD RECIPIENT’S REMARKS
Paul E. Farmer, MD, PhD, Chief and Professor of Medicine, Division of Global Health Equity, Brigham and Women’s Hospital;
Founding Director, Partners In Health; Chair, Department of Global Health and Social Medicine, Harvard Medical School

7:25 PM   DINNER

8:00 PM   CLOSING REMARKS
Andrew N. Garman, PsyD, Executive Director, US Cooperative for International Patient Programs;
CEO, National Center for Healthcare Leadership; Professor, Department of Health Systems Management, Rush University

USCIPP 2017 AWARDS SELECTION COMMITTEE

Lance Barnes
Indiana University Health

Connie Branyan
Yale International Medicine Program

Jeanne Cooper, RN
Brigham and Women’s Hospital

Yelena Dyszkiewicz
Carolinas HealthCare System

Mariel Garcia
UPMC Global Care

Bridget Gibbons
Northwestern Medicine

Cynthia Gonzalez
Cook Children’s Health System

Ana Hands
Ochsner Health System

Kerin Howard
Brigham and Women’s Hospital

Ashraf Kabil
MedStar Georgetown University Hospital

Joan Kelly
NYU Langone Medical Center

Mae-Fay Koenig
Children’s Hospital Los Angeles

Shu Li
NewYork-Presbyterian

Ivett Shah
Texas Children’s Hospital

Cindy Urbancic
Cleveland Clinic

Meredith van der Velden, MD
Boston Children’s Hospital

Margaret Veloski
Nemours Children’s Health System

Gaby West
Broward Health International

Tatyana Yurlova
Cincinnati Children’s Hospital Medical Center

2017 USCIPP ANNUAL MEETING

9
Health Brand Group is proud to sponsor the 2017 USCIPP Annual Meeting and all of the mission-driven efforts USCIPP continues to foster worldwide.
VIVIAN BEENE

Vivian Beene is the director of operations for International Services at UCLA Health. She has worked in healthcare for over 30 years, many of which have been dedicated to international patients. She started at UCLA Health as manager of the Employee Health Incentive Program, promoting the hospital and medical services offered on the UCLA campus. Ms. Beene transitioned to administrator for marketing and planning, which included physician referral service, the physician liaison program, managed care contracting, marketing services, CME, and direct mail programs. She transitioned to International Patient Services to help lead the program when it was established in the mid-2000s. Throughout her tenure, International Patient Services has grown to serve approximately 3,000 patients per year and is an integrated part of the organization. Ms. Beene holds a Bachelor of Science in management from Pepperdine University.

ANDREW BROWN

Andrew Brown is the director of financial operations for Global Services at NewYork-Presbyterian Hospital, the university hospital of Cornell and Columbia. In his role at NewYork-Presbyterian, Mr. Brown manages all financial activities of the Global Services Department, including patient access, billing, collections, budgeting, and profit & loss management across both of NYP’s campuses. He also works closely with administrators, physicians, hospital leadership, insurers, and foreign embassy representatives. He has over 25 years of revenue cycle and business operations experience. Mr. Brown completed his Master of Public Administration at the Metropolitan College of New York and holds a Bachelor of Arts in sociology from Binghamton University.

MOLLY CAIN

Molly Cain is the assistant vice president of Medical Operations at Cincinnati Children’s. For the past three years, Ms. Cain has been responsible for the development and growth of the Destination Excellence program, which offers support for patients and their families who travel to Cincinnati Children’s for care. Previously, Ms. Cain worked at Mayo Clinic in Rochester, Minnesota, for nine years as the administrator for the Mayo Clinic Care Network, the administrator for quality in the Mayo Clinic Health System, and an analyst in the Office of Access Management. Ms. Cain also served our nation’s veterans at the VA Northern Indiana Health Care System, where she was the public affairs officer and led projects related to quality, patient access, and service. She is a Fellow in the American College of Healthcare Executives. At present, Ms. Cain is a PhD candidate in Health Services Research at the University of Minnesota. She holds a Master of Business Administration with emphasis in marketing from McMaster University in Hamilton as well as an undergraduate degree in business from Manchester University in North Manchester.

SORAIA ANGIUOLI

In her role as director of business growth and relationship development, Soraia Angiuoli is responsible for advancing Johns Hopkins Medicine International’s (JHI) Patient Services business objectives, including developing strategic relationships with clients, payers, and referral sources. She also coordinates with other teams to develop streamlined business processes focused on integrating JHI’s operations, finance, and international services, including six years at Johns Hopkins Medicine International. Prior to joining Johns Hopkins Medicine International, Ms. Angiuoli worked as a concierge leader at Albert Einstein Hospital in Brazil. A native of São Paulo, Ms. Angiuoli received a Master of Health Administration from the University of São Paulo and a bachelor’s degree in hospitality and business management from Anhembi Morumbi University.

MARIA CORBO

Maria Corbo is an international healthcare management and strategy consultant with over 30 years of experience. She is a highly accomplished healthcare executive with a background in administrative and financial management of inpatient and outpatient services. Her expertise includes clinical operations, new program development and implementation, global health, facility development and expansion, contract negotiation, strategic planning, physician relations and grant management. Ms. Corbo was previously the director of International Health Services at Boston Children’s Hospital. In this capacity, she was responsible for oversight of both International Medicine and Global Health. Prior to her position at Boston Children’s, Ms. Corbo held positions at New York University (NYU) Medical Center. She began her career at NYU as associate vice president for hospital operations and most recently served as the executive director of International and Corporate Health Services. Ms. Corbo holds a Master of Business Administration in healthcare management from Iona College and a Bachelor of Arts in philosophy and social work from the College of New Rochelle.
SUMMER DAJANI

Summer Dajani serves as vice president of Global Patient Services & Education and Training for Houston Methodist Hospital. In addition to providing leadership to staff, Ms. Dajani oversees the implementation of personalized, comprehensive patient services designed to enhance international patients’ experiences in a healing environment and builds strategic relationships with global partners. Moreover, she ensures that training programs are designed to enhance global learners’ experience in a fast-paced environment. Ms. Dajani has extensive leadership experience in healthcare planning, operations, and administration. She has worked on a number of international projects, including hospitals, outpatient centers, and patient experience. Prior to her role at Global Patient Services, Ms. Dajani served as the director of Outpatient Dialysis Services. She holds a Master of Business Administration in international healthcare and healthcare business from the Thunderbird School of Global Management and a Bachelor of Science in medical technology from the University of Arizona.

SHABNAM DANESHTAR

Shabnam Daneshgar is USCIPP’s project specialist. In this role, she facilitates USCIPP’s data benchmarking initiatives, industry research, advisory committees, and ongoing educational activities. Ms. Daneshgar assists with the association’s marketing and digital media presence both domestically and internationally, and she supports USCIPP’s collaborative project with the United States Department of Commerce through the International Trade Administration’s Market Development Cooperator Program. She holds a Bachelor of Science in Health systems management from the Loyola University Chicago.

MICHAEL DRUNASKY

Michael Drunasky is a project assistant at USCIPP. Over the past several months, he has supported development of USCIPP’s international patient experience survey and benchmarking survey reports. Mr. Drunasky has held positions with Joint Commission International and the strategic planning department at Rush University Medical Center. He is currently a full-time graduate student in the health systems management program at Rush University and holds a Bachelor of Arts in political science and history from the University of Wisconsin.

OUSSAMA ELBABA

Oussama Elbaba has over 20 years of experience in international healthcare administration, business development, training, and strategic planning. His career has included management projects and consulting assignments for several international organizations. In his current position as executive director of international business development at NewYork-Presbyterian, Mr. Elbaba is responsible for promoting NYP’s international services in collaboration with world-renowned physicians from Columbia and Weil Cornell in the Middle East and North Africa. In his previous job as executive director of International Programs at Children’s National Medical Center in Washington, DC, Mr. Elbaba has established the International Programs Department and worked with foreign embassies in Washington, DC, and with overseas clients to bring children with life-threatening illnesses to the US for medical care. Mr. Elbaba earned his Bachelor of Science in biomedical engineering from Louisiana Tech University and his Master of Healthcare Administration from the University of Missouri-Columbia. He holds many domestic and international certificates from attending and teaching management and leadership workshops.

ALI FARHAT

As the financial administrator of government relations for Global Services at NewYork-Presbyterian, Ali Farhat is responsible for financial status of embassy accounts and providing management and strategic guidance for the Global Service Finance Department across both the Cornell and Columbia campuses. Mr. Farhat ensures appropriate allocation and availability of resources to assist in directing financial accounts initiatives. He serves as liaison to Global Services Finance and oversees relationships with embassy financial counterparts. Mr. Farhat has over eight years of international healthcare, patient finance, and operations experience. He holds a Bachelor of Science in finance from the University of Minnesota.

PAUL E. FARMER, MD, PHD

Dr. Paul Farmer is the Kolokotrones University Professor at Harvard University and an attending physician. He serves as the Chief of the Division of Global Health Equity at Brigham and Women’s Hospital. Dr. Farmer is also the founder of Partners In Health, an international charity organization that conducts research, engages in advocacy, and provides direct healthcare services to the world’s most vulnerable and underserved populations. The Partners In Health clinic in Haiti—the Clinique Bon Sauveur—treats all patients that arrive at its doorstep. For nearly 30 years, Dr. Farmer has done what others thought impossible, bringing first-rate medical care to the poorest people on Earth. He first traveled to Haiti as a young medical student to volunteer in the most disease-ridden region of the poorest country in the Western Hemisphere. He continued his studies long distance, earning doctorates in both medicine and anthropology while treating more types of illness and injury than most physicians encounter in a lifetime. In Peru, Siberia, Mexico, Guatemala, Rwanda, and in Boston’s inner city, he has pioneered a community-based model of healthcare and developed revolutionary treatments for AIDS, malaria, and multi-drug-resistant tuberculosis. He holds a medical degree and a PhD in medical anthropology—both from Harvard University—and an undergraduate degree in medical anthropology from Duke University.

US COOPERATIVE FOR INTERNATIONAL PATIENT PROGRAMS
JARRETT FOWLER
Jarrett Fowler is USCIPP’s program manager. In this role, he serves the needs of USCIPP’s member organizations and oversees the association’s ongoing portfolio of activities. Mr. Fowler is the principal liaison between USCIPP and several key stakeholders and partners, including the team of academic investigators responsible for pursuing USCIPP’s benchmarking and research agendas, domestic governmental agencies, current and prospective sponsors, and foreign entities in both the public and private sector. Additionally, he manages USCIPP’s strategic partnership with the United States Department of Commerce and leads a collaborative project with the International Trade Administration through the agency’s Market Development Cooperator Program. He holds a Master of Public Policy and Administration from Northwestern University and a Bachelor of Arts in international studies from the University of Chicago.

PAMELA FRANK
Pamela Frank is the director of International Services at Children’s Mercy Hospital in Kansas City. She has more than 20 years of experience in global business development for both healthcare startups as well as nonprofit teaching hospitals. Prior to joining Children’s Mercy, Ms. Frank served as the vice president at Best Doctors, where she established the first PPO of top US hospitals with international patient programs. Ms. Frank also launched the international program at Tufts Medical Center and was the director of International Services at Boston Children’s Hospital. Ms. Frank has worked as an international program development consultant and advisor to a number of top teaching hospitals and nonprofit organizations in the US, Latin America, and the MENA region. In 2010, Ms. Frank’s work with the US Department of Commerce in 2010 was integral to the formal establishment of USCIPP, which is now the leading membership association for medical travel. She received her Master of Business Administration from Thunderbird School of Global Management as well as a Bachelor of Arts from the University of Colorado in Boulder.

RUTH FREY, CPNP
Ruth Frey is the senior director of international business strategy and program development at the Children’s Hospital of Philadelphia (CHOP). She plays a central role in international business and program development to support CHOP initiatives. Ms. Frey is responsible for new business and market development efforts and managing and maintaining key strategic relationships. She is a frequent lecturer on international issues related to the state of health and treatment of children. Ms. Frey has been instrumental to CHOP’s Global Health Program from its inception. She has trained and mentored healthcare teams that provide outreach in developing nations, and has trained local health workers in those regions in improved methods of care delivery for children. She holds a Master of Science in Nursing from the University of Pennsylvania and a Bachelor of Science in Nursing from Villanova University.

FRANCIS FULLAM
Francis Fullam is the senior director of marketing research and assistant professor in the Department of Health Systems Management at Rush University. In previous roles, Mr. Fullam has worked on the Picker-Commonwealth patient survey and as the director of organizational transformation at the University of Chicago Hospitals. Since then, he has remained active at the national and local levels in working to better understand and use the voice of the patient. Mr. Fullam has taught a graduate-level course on the patient experience for several years, the first such course at an academic medical center. He is primary author of The Use of Patient Satisfaction Surveys and Alternative Coding Procedures to Predict Malpractice Risk and has written other notable works, including Patient Satisfaction in Pay for Performance Programs. Mr. Fullam holds a Master of Arts in sociology from the University of Chicago as well as a Bachelor of Arts from Colgate University.

MARIEL GARCIA
Mariel Garcia is the director of Global Care and Passport Care and International and Telemedicine Services at UPMC and Children’s Hospital of Pittsburgh of UPMC. As the director of Global Care, she oversees the operations of the International Patient Program to meet the needs of out-of-state and international patients and families who travel to UPMC for care. As the director of the International Telemedicine Program, she is responsible for developing and implementing growth strategies for international businesses for Children’s. She has been instrumental in the program’s expansion through partnerships and cultivation of new markets, including the establishment of telemedicine partnerships and education and training agreements with key international hospitals. Ms. Garcia has helped expand the Children’s Global Health Program in several countries, including Colombia, Mexico, Brazil, Kazakhstan, and Middle Eastern countries. Under her leadership, the telehealth program has grown regionally and internationally and includes agreements in Latin America and Europe. Ms. Garcia has over 15 years of healthcare and hospital management experience. She works closely with clinicians, administrators, and international customers in formulating strategic and operational plans. Ms. Garcia holds a Master of Business Administration from the University of Pittsburgh Joseph M. Katz Graduate School of Business and an undergraduate degree in international business from Universidad Del Norte.
Speaker Bios

ANDREW N. GARMAN, PSYD
Andy Garman is professor in the Department of Health Systems Management at Rush University, serves as CEO for the National Center for Healthcare Leadership (NCHL), and is the executive director of USCIPP. He is the author of three books and several dozen peer-reviewed research articles on leadership and international health services, including The Future of Healthcare: Global Trends Worth Watching. Dr. Garman was one of the key leaders involved in the founding of USCIPP in 2010 in collaboration with the University HealthSystem Consortium (UHC) and Rush University. In 2013, Dr. Garman helped shepherd USCIPP’s successful transition to NCHL. He received his PsyD in clinical psychology from the College of William and Mary, holds a Master of Science in psychology from the Illinois Institute of Technology, and earned a Bachelor of Science in psychology and mathematics from Pennsylvania State University.

BARBARA GIDEON
Barbara Gideon has over 25 years experience in healthcare with a focus on strategy development, marketing, branding, communications, and operations. She has served as the director of marketing for both UCSF and UCSD Medical Centers; director of marketing and public relations for LifeMasters, a disease management company; direct of marketing for DNA Direct, a company focused on genomics and personalized medicine; a consultant for non-profit organizations, including a hospice; and currently as assistant director of operations for UCSF International Services. She received her Bachelor of Science in biology from the University of Michigan at Ann Arbor and her Master of Public Health from the University of Illinois at Chicago.

DAVID HERRICK
David Herrick is the executive vice president and general manager of healthcare for Flywire. In this role, he leads a team focused on improving the international patient payment experience with the nation’s leading hospitals by providing a transparent and seamless cross-border payment solution for international patients and healthcare providers. Mr. Herrick previously worked with American Express in Europe, where he led a number of the company’s business lines throughout 20 countries across the region. Before joining Flywire 18 months ago, Mr. Herrick led Barclaycard’s (the UK’s largest consumer card issuer and division of Barclays Bank) Digital Marketplace, a unique digital business that utilizes relevancy to bring the right products to the right consumers through purchase and behavioral data and analytics in an online environment. Mr. Herrick received a Master of Business Administration from the Stern School of Business at New York University and a Bachelor of Arts in art history from Vassar College.

DIANE E. HERZOG, RN
Diane Herzog is a pediatric nurse and director of Care Management at Cincinnati Children’s Hospital. After nearly a decade as a quality outcome manager, she began working with international patients and providers while collaborating in the development of the Destination Excellence program at Cincinnati Children’s Hospital. Ms. Herzog has since accepted the additional oversight for the Care Management Department, responsible for inpatient, ambulatory as well as international complex care coordination. Ms. Herzog holds a Master of Science in Nursing and Master of Business Administration from Xavier University. She received a Bachelor of Science in natural science from Xavier University and a diploma of nursing from the Christ Hospital School of Nursing.

TRICIA JOHNSON, PHD
Tricia Johnson is USCIPP’s research director and professor & associate chair of education and research in the Department of Health Systems Management at Rush University in Chicago. She is also the director of Rush University’s Center for the Advancement of Healthcare Value. Dr. Johnson is a 2009 Fulbright Scholar in Austria and has worked with faculty at the Institute for Social Policy at the Vienna University of Economics and Business. She Johnson was one of the key leaders involved in the founding of USCIPP in 2010 as collaboration between Rush University and the University HealthSystem Consortium (UHC). Dr. Johnson has a PhD in economics from Arizona State University, a Master of Arts in hospital and health administration from the University of Iowa, and a Bachelor of Arts in economics and business administration from Coe College.
**Leonard Karp**

Leonard Karp is the president and CEO of Philadelphia International Medicine (PIM). At PIM, Mr. Karp leads an organization whose goal is to establish the Philadelphia region as an international healthcare destination of choice. PIM is seen as an economic development initiative and works closely with city, state, and federal commerce departments. PIM is a successful model of collaboration among academic medical centers in the Philadelphia region. Additionally, Mr. Karp spearheaded and presided over Philadelphia International Medicine Management and Development (PIM-MD), a hospital development and consulting company that was formed to extend healthcare expertise to international clients and designed a $600 million+ medical center. As a member of the US Commerce Department’s Healthcare Team Export Council, Mr. Karp provides advice and insight to the federal government in helping it to understand the healthcare industry in international expansion efforts. He is also an international trade advisor to the US Department of Commerce and the Office of the US Trade Representative as a long-time member of the Industry Trade Advisory Committee on Services. Mr. Karp is deeply committed to assisting the next generation as it moves into positions of leadership and has been a mentor to the Temple University Fox School of Business’ Entrepreneurship Program for over seven years. Previously, he was vice president of the Delaware Valley Hospital Council, director of public affairs for the New Jersey Insurance Department, and an award-winning reporter/editor.

**Raul Lopez**

Raul Lopez is the assistant vice president of international marketing and communications at Baptist Health South Florida. In this role, he manages media and the In-Country Representative Program. Before joining Baptist Health South Florida, Mr. Lopez was the general manager of digital operations for Miami Herald Media Company. He is currently completing a Master of Business Administration in health management and holds a Bachelor of Arts in marketing from the University of Central Florida.

**Diane Lynn**

Diane Lynn is the international patient services coordinator at Ann & Robert H. Lurie Children’s Hospital of Chicago. In this role, she is responsible for managing care coordination aspects of the international patient experience from the initial inquiry through departure. She is also responsible for establishing and maintaining strategic internal and external relationships in order to meet the clinical and personal needs of the international patient and their family. Ms. Lynn serves on the hospital Diversity and Inclusion Committees and Culture Committee, and she is a diversity trainer. Prior to her work with the International Patient Program, she held roles in hospital administration at Lurie Children’s Hospital, Children’s Memorial Hospital, and Sparrow Health System. Ms. Lynn was a recipient of the 2016 National Engaged Leadership Award from the National Society of Leadership and Success. She has completed a Bachelor of Science in management with a leadership concentration from National Louis University.

**Burak Malatyali**

Burak Malatyali serves as vice president of Strategic Alliances and Global Services at NewYork-Presbyterian. Mr. Malatyali oversees NewYork-Presbyterian’s international efforts and is an experienced healthcare executive with a proven track record of developing and executing growth strategies through service line and network development and expansion, mergers & acquisitions, affiliations, market penetration, organizational transformation/turnaround, and operational improvement. He has held previous executive leadership positions at both Johns Hopkins Medicine International and JP Morgan, leading major critical growth, revenue diversification, and organizational transformation initiatives and reinvigoration efforts for business lines with annual revenues exceeding $200M+. He holds Master of Business Administration degrees in finance from the Johns Hopkins Carey Business School and Morgan State University and an undergraduate degree from Boğaziçi University.

**Edwin J. McCarthy**

Edwin McCarthy is vice president of the Center for International Medicine at City of Hope National Medical Center. Mr. McCarthy joined City of Hope in 2015 to establish high-impact relationships with medical centers, health ministries, and investors around the world to improve quality, safety, and access to advanced cancer and diabetes care. In previous roles, Mr. McCarthy served as a senior consultant with Arthur D. Little Inc., during which he helped develop their healthcare consulting practice in Saudi Arabia. In 1996, he founded Shannon Consulting in Massachusetts to provide strategy, planning, and market development services in the US and abroad. In 1998, he joined Partners HealthCare to lead international business development for the major Harvard teaching hospitals, Massachusetts General Hospital and Brigham and Women’s Hospital. During his 17 years at Partners, Mr. McCarthy focused on building a robust international patient program and establishing long-term collaborations with governments, providers, and private healthcare organizations. He holds a Master of Arts in health policy and management from the Harvard School of Public Health and a Master of Public Administration from the University of South Florida.
**Mick Merritt**
Mick Merritt is the managing partner at Polaris Global Healthcare. Mr. Merritt has over twenty years of experience in healthcare and academic medicine as both a management consultant and hospital executive. His consulting experience spans clinical, educational, and research-related strategic and operational initiatives in the US and abroad. Most recently, he served as vice president of Global Services at NewYork-Presbyterian, where he focused on referral and revenue growth domestically and globally through patient acquisition strategies, institutional collaborations, employer initiatives, and global education and training programs. Mr. Merritt received his Bachelor of Arts in psychology from Cornell University.

**Stephen Monteiro**
Stephen Monteiro is the senior director of international patient operations at Boston Children’s Hospital. Mr. Monteiro oversees the international patient operations and business development for the Middle East. He has co-created and implemented multiple forums to drive safety, quality, operational efficiency and value for entire international patient population, including a daily operational huddle, a weekly interdisciplinary patient planning forum, and a monthly operational, safety, and quality forum. Mr. Monteiro’s business development responsibilities include embassy relations as well as in-country clinical programs, such as the Visiting Physician Program, with one of Boston Children's Hospital's major strategic partners. Prior to his current role, Mr. Monteiro was the director of Emergency Management and director of Enterprise Capacity Management. Mr. Monteiro holds a Master of Science in leadership and organizational change from Regis College as well as a Bachelor of Science in marketing & communications, both from the University of Illinois Urbana-Champaign.

**Jeffrey Nemetz**
Jeffrey Nemetz is the CEO and founder of Health Brand Group. For over 30 years, Mr. Nemetz has created new conversations around health and brand. By giving brand-led innovation a voice that can’t be ignored. By partnering with leaders who are devoted to changing the paradigm of health. By inventing and revitalizing business and brand growth initiatives. And by building strategic alliances that impact the health of corporations—their employees, their customers, and their world. When Mr. Nemetz speaks, brands listen. As a recognized thought leader in health and branding, Mr. Nemetz has appeared as a featured contributor to Chicago-area and national publications, and he has delivered keynote presentations on vision-driven branding and its impact on the health industry. Today, Mr. Nemetz serves on a number of boards in an advisory role and recently completed a three-year term as a trustee of the AMA Foundation, the fundraising arm of the American Medical Association. He holds a Master of Science and a Bachelor of Science in marketing & communications, both from the University of Illinois Urbana-Champaign.

**José F. Núñez**
José F. Núñez is the vice president of global business development at Houston Methodist. Mr. Núñez provides strategic leadership to Houston Methodist’s global initiatives, including physician and institutional network development. In partnership with Houston Methodist’s Dubai office, he leads the team responsible for offering Houston Methodist’s advisory and education and training services to potential strategic partners worldwide. Mr. Núñez has established academic collaboration agreements with institutions in Latin America, the Middle East, and China and has deployed liaison offices in Saudi Arabia, Mexico, and Central and South America. Before joining Houston Methodist in 2016, he was vice president of International and Corporate Health at NewYork-Presbyterian Hospital and the medical schools of Columbia and Cornell Universities for over 14 years. He has a Master in Business Administration in international management from the Thunderbird School of Global Management as well as a Bachelor of Arts in business administration, international trade, and Finance from Louisiana State University.

**Irma Purisch**
Irma Purisch is the managing director of Global Services at Johns Hopkins Medicine International. Ms. Purisch has over 20 years of experience in various roles in marketing, strategic planning, international contract negotiation, venture capital investment, financial analysis, and human resources. In her current role, she negotiates contracts and manages education, consulting, and affiliated hospital projects in Latin America, the Caribbean, and Canada. Prior to joining Hopkins, Ms. Purisch worked in the information technology sector, managing the Small and Medium business worldwide marketing planning and execution for the Hewlett-Packard Company. Ms. Purisch has also worked in opening and developing new offices overseas for United Parcel Service, a small information technology integrator company, and in The World Bank Group. Ms. Purisch holds a Master of Business Administration in international marketing and a Bachelor of Business Administration from The George Washington University.

**Iman A. Shebaro**
Iman Shebaro is the assistant director of International Services at Texas Children’s Hospital. Ms. Shebaro provides leadership to the International Services Department, which serves as the single point of contact for families, foreign providers, payers, and other international organizations and ensures that distance and language are not obstacles to receiving world-class care. Prior to joining Texas Children’s Hospital, she was a senior consultant at Deloitte Consulting, where clients included the US Department of State, the US Department of Defense, and the IRS. Ms. Shebaro holds a Master of Arts degree in international affairs with concentrations in international politics and national security from American University and a Bachelor of Business Administration in international business from the University of Texas at Austin.
INNA SHURIGINA

Inna Shurigina is the manager of Global Patient Financial Services. In this role, she is responsible for all self-pay and embassy billing as well as following international insurance claims across the two main campuses at Cornell and Columbia Medical Centers and extending across the NYP enterprise of core and regional hospitals. Ms. Shurigina has direct oversight of the analytic, reporting, systems development, and financial operations that supports these efforts for Global Services. She has worked at NewYork-Presbyterian Hospital for over 10 years in progressive leadership capacities in international financial operations. Ms. Shurigina received her undergraduate and graduate degrees at the Chernovtsy State University in Ukraine.

ROBYN THANNEY

Robyn Thaney is the manager of international brand development at the Cancer Treatment Centers of America (CTCA). Since joining CTCA in 2013, Ms. Thaney has had the opportunity to launch and lead the enterprise-wide International Patient Services Program. In this role, she has worked with teams spanning five hospitals across the US to create standardized business development, marketing, operational, and patient experience processes. Major accomplishments during her tenure at CTCA include the conception of its first international concierge office (located in Mexico City), the creation of the Mexico Physicians Network, the development of CTCA’s Caribbean Cancer Navigator Program, the launch of the Global Advancements in Oncology CME series, and participation in the preliminary USCIPP On-Site Collaboration program. Prior to joining CTCA, Ms. Thaney was a marketing communications manager for Innovative companies based in the US Virgin Islands. She holds a Master of Business Administration from the University of Florida as well as a Bachelor of Arts in strategic communication and public relations from the University of Minnesota.

MEREDITH VAN DER VELDEN, MD

Meredith van der Velden is the medical director of International Medical Services and attending physician of Pediatric Critical Care Medicine at Boston Children’s Hospital. In this role, she oversees a nursing team to coordinate care for international patients at Boston Children’s. Dr. van der Velden works closely with the operational team to drive safety, quality, and value initiatives for the international patient population. She is the program director of the Pediatric Critical Care Medicine Fellowship and the associate medical director of the Medical-Surgical Intensive Care Unit. Dr. van der Velden received her medical doctorate from the Kentucky College of Medicine as well as a Bachelor of Science in biology from the University of Kentucky.

KAREN WESTERVELT

Karen Westervelt is senior vice president and COO for the NewYork-Presbyterian Regional Hospital Network. In this role, she oversees the regional network of hospitals and ambulatory sites, and she works with NewYork-Presbyterian’s Board of Trustees and senior leadership to develop and implement key strategic initiatives. She is also responsible for NYP’s Global Services program. Prior to joining NewYork-Presbyterian, Ms. Westervelt served as president and CEO of the William F. Ryan Community Health Network, which comprises 17 primary care, behavioral health, and specialty care community health centers. She also served as executive director of the Ryan/Chelsea-Clinton Community Health Center, overseeing primary and specialty health services. She was previously deputy commissioner of the Office of Primary Care and Health Systems Management in the New York State Department of Health, managing the regulation of New York State’s healthcare system and implementation of federal and state healthcare system reform. Ms. Westervelt received her Master of Science in healthcare delivery at the Tuck School of Business and the Geisel School of Medicine at Dartmouth College as well as a Bachelor of Arts in liberal studies from Russell Sage College.

CHRISTINE M. WHITE, MD

Christine White is associate professor at the University of Cincinnati Department of Pediatrics. She is also associate chief of staff and medical director for the Division of Hospital Medicine-Burnet Campus and for Destination Excellence at Cincinnati Children’s Hospital Medical Center. She has led efforts on patient safety, including increasing medication reconciliation completion and instituting a safety program for improved communication at night. Dr. White’s project to improve discharge efficiency through standardization of discharge criteria significantly decreased length of stay without increasing readmission rates, earning the Children’s Hospital Association 2013 Pediatric Quality Award. Dr. White completed her residency and chief residency at Cincinnati Children’s and is a graduate of the University of Missouri-Columbia School of Medicine.
Medical anthropologist and physician Paul Farmer has dedicated his life to improving health care for the world’s poorest people. He chairs the Department of Global Health and Social Medicine at Harvard University and is a founding director of Partners In Health (PIH), an international non-profit organization that since 1987 has provided direct health care services and undertaken research and advocacy activities on behalf of those who are sick and living in poverty. He also is professor of medicine and chief of the Division of Global Health Equity at Brigham and Women's Hospital.

Dr. Farmer began his lifelong commitment to Haiti in 1983 while still a student, working with dispossessed farmers in Haiti’s Central Plateau. He served there for ten years as medical director of a charity hospital, L’Hôpital Bon Sauveur. With PIH over the past 26 years, Dr. Farmer has led colleagues working in twelve sites throughout Haiti and 12 additional countries around the globe. For more than a decade, the Department of Global Health and Social Medicine has integrated research and teaching programs with PIH service activities, establishing direct feedbacks between clinical interventions and biosocial analyses. The work has become a model for health care for poor communities worldwide and provides the basis for developing a science of global health delivery implementation.

Dr. Farmer holds an MD and PhD from Harvard University. In addition to his leadership roles at Harvard Medical School, Brigham and Women’s Hospital, and Partners In Health, he is the United Nations Special Adviser to the Secretary-General on Community Based Medicine and Lessons from Haiti.

Dr. Farmer is the recipient of numerous honors, including the Margaret Mead Award from the American Anthropological Association, the American Medical Association’s Outstanding International Physician (Nathan Davis) Award, the John D. and Catherine T. MacArthur Foundation Fellowship, and, with his PIH colleagues, the Hilton Humanitarian Prize. He is a member of the Institute of Medicine of the National Academy of Sciences and of the American Academy of Arts and Sciences.
2017 International Services Leadership Award Recipient

Leonard Karp
President & CEO
Philadelphia International Medicine

Q: Where did you grow up, and how did that shape your career interests?
A: I grew up in a blue collar town in New Jersey, in a Damon Runyonesque neighborhood full of very colorful characters. My father owned a small store there, and I regularly got to see many people and learn their stories. That upbringing led me to a career as a newspaper reporter. I did that for ten years, and I loved it, but as I started a family, I realized it wouldn’t allow me to take care of them the way I wanted to. It was also very long hours, and had an uncertain future. So I switched paths and became a political speech writer, and then worked for the insurance commissioner.

From there I became a healthcare lobbyist for a hospital association in Pennsylvania. When HMOs started to change how healthcare was delivered, the hospitals in the Philadelphia area started consolidating. They had a surplus of hospital beds, and there were quite a number of layoffs and hospital closures. The hospitals in the region realized they needed alternatives to help stem the loss of jobs and help fill those beds. I did a white paper for the association on medical travel. They liked the idea, and decided to form Philadelphia International Medicine (PIM), with an initial investment from ten of the hospitals. We pre-launched PIM in 1998, and formally started in 1999.

Q: What attracted you about Philadelphia International Medicine?
A: In addition to wanting a change, I have always been attracted to start-ups—the strategy and vision side of things especially, and turning ideas into reality. And I liked this idea—especially around trying to bring competitor hospitals together to work more collaboratively.

Q: Can you describe how the original network of international program directors came together?
A: A number of international program directors had been going to a conference that a for-profit company had put together. We weren’t all that thrilled with it, but it was the only venue that addressed even some of our issues. In around 2000, about ten of us decided to see if we could break off and just help each other directly. I remember the savior of this effort in the early days was David Jones at Partners. David would write the funniest e-mails, and everyone would pay attention to them! Within the humor there were serious issues and topics, but we couldn’t wait to get another David Jones e-mail, and everyone on the chain would respond to it. Through those interactions we established some staying power, but more importantly we established friendships and relationships that kept the group together.
Very soon after we started, 9/11 happened. At the time almost all of us were highly dependent on Middle Eastern patients, and suddenly it was almost impossible to get a visa to come to the United States for any reason, including medical care. The group decided that, collectively, we might be able to educate some folks in Washington about some of the ways the ban was affecting the image of the United States. Beyond the economic loss, every patient coming here became an ambassador. While they stayed with us they got to know American cities and the people of America, and developed an appreciation for our people and culture that they took back home with them.

Q: What do you consider to be your major accomplishments across your career?
A: They all have in common some element of coming up with a different strategy or angle. Probably the best examples come from my days reporting. I used to do a lot of investigative journalism.

Q: What were the most significant issues with which you struggled?
A: World events. Shortly after PIM got started, 9/11 happened. Then, as soon as we started making headway with the State Department to allow patients back into the states, a bird flu started in Asia that spread worldwide. No one was flying anywhere for a period of time. Today we are challenged by economics in the Gulf countries, and by political rhetoric in our Latin American and other markets. We also struggle occasionally with a bias some patients have that only the top-ranked hospitals in the United States will be able to provide them with the care they need.

Q: Where do you find your greatest sources of strength and inspiration?
A: Not taking myself too seriously. The work can get very tense and emotional, and if you can inject a little humor into your staff at the right moments, it can make it easier to get through those tough times. Humor can also be a great way to cross cultural divides.

Honesty is also very important. I am a brutally honest person. I have to be careful how I use that honesty, but I also think you need that honesty to have a meaningful relationship or partnership.

Q: What lessons can you teach others who may be struggling with their career and family balance?
A: I'm a firm believer in being an active partner in family life. Some of my best memories are discussions around the family table. I made it a point to be home for dinner as often as I could. I have two daughters, and I am so proud of them. One is an endocrinologist, the other is a PhD candidate in a business program. They are strong, they are independent thinkers, they are confident, and not afraid to speak their mind. They are at different places in the political spectrum, and we can have uncomfortable conversations but still know we love each other.

I also think if you are not doing what you need to do at home, you are probably not doing what you need to do at work either. The worlds aren’t separate—they interact all the time.

Q: Any regrets about your career?
A: I never did win that Pulitzer prize, and I haven't gotten around to that great American novel yet, but I am very happy with how my life has transpired. I'm really proud of my kids, and really proud of my team at PIM. We may not be the biggest international program but I think we have the most heart. They try really hard and I think they enjoy each other.

Q: So should we be expecting a book in the future about all the characters you’ve met during your career?
A: I have thought about that. I have been to so many interesting places and met so many interesting people who have touched my life in a variety of ways.

Q: What is your most valuable career lesson?
A: That your career isn’t made based on the things that people notice, it’s made based on the things that you do just because they are the right things to do. If you care about and pay attention to all the little things that maybe don’t get noticed but are still important, they will add up to something great.

Q: What would you like your legacy to be?
A: That the key people I’m working with go on to take over PIM, and to run other successful international programs.

Q: Where do you see international patient care going in the future?
A: The models are going to evolve, but in the end I think that there is a healthy long-term future. There are more and more people with insurance globally, and more crying out for better healthcare than they can get at home, and more and more opportunities to help improve healthcare around the world through collaborations.
Western Union
is proud to be a Gold Sponsor
of the 2017 USCI PP Annual Meeting!
In the past five years, NCHL’s organizational structure has grown and evolved three organizational membership groups that include over 130 hospitals and health systems as well as 35 graduate health management programs. These groups drive NCHL’s catalytic work developing high-quality US healthcare leadership and expertise to meet our evolving health and healthcare goals.

### ORGANIZATIONAL MEMBERSHIPS

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<tr>
<th>Leadership Excellence Networks (LENS) &amp; LENS Councils</th>
<th>National Council on Administrative Fellowships (NCAF)</th>
<th>US Cooperative for International Patient Programs (USCIPP)</th>
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<tr>
<td>LENS COUNCILS</td>
<td>NCAF COMMITTEES</td>
<td>USCIPP COMMITTEES</td>
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<td>Steering Committee</td>
<td>Steering Committee</td>
<td>Advisory Council</td>
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<tr>
<td>Diversity &amp; Inclusion</td>
<td>Benchmarking, Metrics &amp; Research</td>
<td>Benchmarking &amp; Analytics</td>
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<tr>
<td>Interorganizational Coaching</td>
<td>Outreach &amp; Education</td>
<td>Education &amp; Conference</td>
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<td>Physician Leadership Development</td>
<td>Talent Analytics &amp; Metrics (new in 2017)</td>
<td>Membership &amp; Conference</td>
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### OTHER ACTIVITIES OF NCHL

- Best Organizations for Leadership Development (BOLD) research & awards programs
- Gail L Warden Leadership Excellence Award
- Developing / maintaining the NCHL Inter-professional Healthcare Leadership Competency Model
- Supporting work-based learning programs through the Healthcare Workforce Collaborative
- NCHL and USCIPP annual conferences
- Member program meetings, webinars, shared learning opportunities
- Member benchmarking, collaboration, inter-organizational sharing and program development

### NCHL MEMBER ORGANIZATIONS

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<tr>
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A membership program of the National Center for Healthcare Leadership, the Leadership Excellence Networks (LENS) is an interorganizational collaboration of hospitals and health systems dedicated to advancing leadership excellence and organizational effectiveness. LENS members collaborate on various topics of interest to the members, holding educational webinars, and meeting face to face. In 2017, LENS Councils include Diversity & Inclusion, the Interorganizational Coaching Exchange, Physician Leadership Development, and Talent Metrics and Analytics. Within the Councils, senior leaders share their learning and experiences to design, develop, benchmark, and evaluate value-added inter-organizational resources and programming.

**2016 Highlights**
The innovative Interorganizational Coaching Exchange continued in 2016, where LENS member coaches are paired with executive leaders in need of coaching from other LENS member organizations. In 2016 the Exchange became an on-demand process, matching coaches to clients whenever coaching needs arose within LENS organizations.

The Diversity & Inclusion Council focused on interorganizational collaboration of between-and within-member learning. The Council hosted many speakers, met face to face, and held webinars on the topics such as cultural competence, community partnerships, women in leadership, and benchmarking efforts.

The PLD Council’s interorganizational learning has centered around the topics of: emotional intelligence correlates of long-term physician development, incorporating mindfulness into PLD programs, payment models and their effect on physician engagement, change management, and utilizing assessments to measure outcomes and metrics. The Council is in process of creating a physician-specific 360-degree assessment tool for use among LENS members to benchmark physician strengths and challenges on leadership competencies. The PLD Council also is doing a curriculum gathering activity to synthesize current PLD educational opportunities.

**2017 Initiatives**
For the first time in four years, a new LENS Council is being launched: the Talent Metrics and Analytics Council started in January, with sponsorship support from Cielo Healthcare. The Council will focus on workforce analytics, succession planning, outcomes measurement, and strategic usage of talent metrics in healthcare organizations.

The first cohort of LENS-member executive coaches are participating in an ICF-certification course. A second cohort is in the works for Fall 2017.

Additionally, the LENS Steering Committee will continue designing the LENS Leadership Co-Op, an executive fellowship program that will allow leaders to participate in a rotational fellowship at four to six LENS organizations. Learning will touch on topics such as: business acumen, healthcare finance, inter-disciplinary teams, change management, leadership resilience, and talent analytics.

As an initial part of the Co-Op, LENS will explore launching an Interorganizational Mentoring Exchange. Formatted similarly to our successful Interorganizational Coaching Exchange, this group would utilize the current networks of expert leaders within LENS organizations to pair up mentors and mentees between members systems.

Also in 2017, LENS will launch a special CHRO Leadership Group to focus on topics of strategic importance to human resources leaders in member hospitals and health systems.

*For more more information about LENS or the LENS Councils, contact Cassia Carter at ccarter@nchl.org.*
Advancing and Promoting Fellowships as an Important Entry Point to the Profession for Healthcare Administration

About NCAF
The National Council on Administrative Fellowships (NCAF) is an organization of fellowship sites and graduate health management programs who are working collaboratively to advance the role, availability, and quality of administrative fellowships and to create a uniform, coordinated, and fair approach to the fellowship application process. The expectations for applicants, graduate program directors, and administrative fellowships are spelled out in a NCAF member-developed Code of Good Practice. NCAF’s membership includes 72 fellowship sites and 36 graduate programs, who have put much effort into the success of this extraordinary initiative.

National Administrative Fellowship Centralized Application Service
The National Administrative Fellowship Centralized Application Service (NAFCAS), which launched in July 2016 simplifies the application process for those applying to administrative fellowships and the review and offer processes for fellowship sites. For the first time, applicants were able to apply to their preferred sites using a single online service, offering time savings and convenience, and reducing duplication of effort and unwieldy tracking of application submissions. Administrative fellowship sites have been able to review and evaluate applicants online, in real-time, and can manage communications with applicants more easily through NAFCAS. The centralized service will open again on June 13, 2017.

For more information about NCAF, please contact Lindsey Tucker at ltucker@nchl.org.

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<th>ADMINISTRATIVE FELLOWSHIP SITES</th>
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<td>Advocate Health Care</td>
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<td>Akron Children’s Hospital</td>
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<td>American Hospital Association*</td>
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<td>Ann and Robert H. Lurie Children’s Hospital</td>
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<td>Anne Arundel Medical Center</td>
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<td>Aurora Health Care</td>
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<td>Barnes-Jewish Hospital</td>
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<td>Baylor College of Medicine</td>
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<td>Blanchard Valley Health System*</td>
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<td>Brigham and Women’s Hospital</td>
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<td>Carolinas HealthCare System*</td>
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<td>Centegra Health System*</td>
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<td>CHI Health (Omaha)</td>
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* Members not participating in the National Administrative Fellowship Centralized Application Service (NAFCAS). For more information about NAFCAS, please visit nafcas.liaisoncas.com.

* Denotes NCAF Affiliate members, including graduate schools with non-CAHME accredited programs and fellowship sites that are currently not offering a nationally competitive administrative fellowship.
Apprenticeships Revisited:
Taking Work-based Learning to the Next Level

As the costs of higher education continue to rise and the pace of change continues to escalate, more decision-makers are questioning whether our “one-time/full-time” approach to higher education is really the best model for supporting our future workforce needs. Pair this with findings that most professional learning takes place on the job rather than the classroom, and it’s no wonder many chief learning officers are wondering whether their workplaces could be the ones supplying degrees and other credentials.

The question is not just hypothetical. In recent years, the US Department of Labor has increasingly recognized how important the workplace can be as a source of learning and professional preparation—both as a complement and in some cases an alternative to pursuing additional degrees. In fact, this past April the White House announced a $90 million investment to expand establishment of formal work-based learning programs as part of their ApprenticeshipUSA initiative.

A portion of this support will be geared specifically toward the healthcare sector, where the opportunities for work-based learning approaches may be particularly significant. As health systems seek to continue strengthening the health of the communities they serve, many are recognizing that stable employment and career growth can be particularly important determinants of long-term health.

This past October, NCHL was honored to be invited by the AHIMA Foundation to collaborate on its Department of Labor-sponsored Health Workforce Consortium. In partnership also with AMIA and the American Hospital Association, the Workforce Consortium will work to help health systems and other health sector employers across the country to develop new apprenticeship programs in their areas of greatest workforce need.

Would you like to learn more about how apprenticeships can help your organization address skill gaps as well as grow next-generation talent? We’d love to hear from you! Please contact Joyce Anne Wainio at jwainio@nchl.org.
US COOPERATIVE FOR INTERNATIONAL PATIENT PROGRAMS MEMBERS

Ann & Robert H. Lurie Children's Hospital of Chicago
Baptist Health International
Baylor St. Luke's Medical Center
Boston Children's Hospital
Brigham Health, Brigham and Women's Hospital (Partners HealthCare)
Broward Health International
Cancer Treatment Centers of America
Carolinas HealthCare System
Children's Health (Dallas)
Children's Hospital Colorado
Children's Hospital Los Angeles
Children's Hospital of Philadelphia, The
Children's Mercy Kansas City
Children's National Health System
Cincinnati Children's Hospital Medical Center
City of Hope
Cleveland Clinic
Cook Children's Health Care System
Duke Health
Emory Healthcare
Florida Hospital
Hospital for Special Surgery
Houston Methodist
Indiana University Health
James Cancer Hospital at Ohio State University, The
Johns Hopkins Medicine International
Keck Medicine of The University of Southern California
Kennedy Krieger Institute
Lahey Hospital & Medical Center
Massachusetts General Hospital (Partners HealthCare)
MedStar Georgetown University Hospital
Memorial Healthcare System
Memorial Hermann-Texas Medical Center & TIRR Memorial Hermann
Memorial Sloan Kettering Cancer Center
Michigan Medicine
Minnesota International Medicine
Moffitt Cancer Center
Mount Sinai Medical Center
Nationwide Children's Hospital
Nemours Alfred I duPont Hospital for Children
NewYork-Presbyterian
Nicklaus Children's Hospital
Northwell Health
Northwestern Medicine
NYU Langone Medical Center
Ochsner Health System
Philadelphia International Medicine**
Princeton HealthCare System
Rehabilitation Institute of Chicago (Shirley Ryan AbilityLab)
Roswell Park Cancer Institute
Rush University Medical Center
Scripps Health
Seattle Children's
Sharp HealthCare
St. Joseph's Hospital & Medical Center/
Barrow Neurological Institute
Stanford Medicine
Texas Children's Hospital
UC San Diego Health
UCLA Health
UCSF Medical Center & UCSF Benioff Children's Hospital
University Health System (San Antonio)
University of Chicago Medicine, The
University of Cincinnati Cancer Institute
University of Colorado Health
University of Pennsylvania Health System
UPMC and Children's Hospital of Pittsburgh of UPMC
Yale International Medicine Program

* Representing Abbott Northwestern Hospital, Children's Hospitals and Clinics of Minnesota, Gillette Children's Specialty Healthcare, North Memorial Medical Center, Regions Hospital, Shriners Hospitals for Children – Twin Cities, University of Minnesota Masonic Children's Hospital, University of Minnesota Medical Center, Hazelden Betty Ford Foundation

** Representing Fox Chase Cancer Center, Temple University Hospital, Thomas Jefferson University Hospital, Wills Eye Hospital, Rothman Institute, Vincera Institute, Magee Rehabilitation Hospital, Renfrew Center
On behalf of USCIPP, we would like to thank NewYork-Presbyterian for their generous hospitality and support as the 2017 USCIPP annual meeting host.