



UW Health Strategic Planning Retreat

September 22, 2016, 7:30 AM - 3:00 PM

Fluno Center, Room 221, 601 University Avenue, Madison

UW Health Strategic Planning Retreat - September 22, 2016

Agenda

I. Closed Session

Motion to enter into closed session pursuant to Section 19.85(1)(e), Wisconsin Statutes, for the discussion of confidential strategic planning matters, which for competitive reasons require a closed session; pursuant to Section 146.38, Wisconsin Statutes, for the review of services of health care providers; and, pursuant to Section 19.85(1)(g), Wisconsin Statutes, to confer with legal counsel regarding these and other matters.

7:30- 7:45 AM

II. Breakfast & Welcome Remarks

Mr. Mike Dallman

7:45- 9:00 AM

III. Presentation by Dr. Mark Werner, The Chartis Group

Dr. Mark Werner

Attachment - Dr. Mark Werner's Bio

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9:00- 9:45 AM

IV. UW Health's Strengths & Weaknesses from Academic & Research Perspective

Dr. Richard Moss

Attachment - Dr. Richard Moss' Bio

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9:45-10:00 AM

V. Break

10:00- 10:45 AM

VI. UW Health's Strengths & Weaknesses from Clinical Perspective

Mr. Ron Sliwinski & Dr. Peter Newcomer

Attachment - Mr. Ron Sliwinski's Bio

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Attachment - Dr. Peter Newcomer's Bio

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10:45- 11:30 AM

VII. Perspectives of a New CEO

Dr. Alan S. Kaplan

11:30- 12:00 PM

VIII. Lunch Will Be Served

12:00- 1:30 PM

IX. Breakout Sessions

Attachment - Breakout Group Assignments

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1:30- 2:30 PM

X. Report Out & Discussion

Facilitated by Mark Werner

2:30- 3:00 PM

XI. Closing Remarks

Dr. Alan S. Kaplan & Dean Robert Golden

3:00 PM

XII. Adjourn

XIII. FYI Attachments

FYI Attachment A - UWHCA Board of Directors	Page 10
FYI Attachment B - UWMF Board of Directors	Page 12
FYI Attachment C - UW Health Council of Chairs	Page 14
FYI Attachment D - UW Health Senior Leadership Council	Page 16



Mark J. Werner, MD, CPE, FACPE

National Director for Clinical Consulting

Dr. Werner brings more than 25 years of experience providing transformational healthcare leadership in integrated health systems, academic medical centers, clinically integrated networks, multi-specialty physician groups and health plans addressing the imperatives of value creation, value-based payments, patient and provider engagement, and innovative consumer-centric solutions for high quality affordable healthcare. He has worked in progressive organizations on the leading edge of healthcare transformation, accountable care, clinical integration and the creation of a new medical school.

Contact: mwerner@chartis.com



Richard Moss, Ph.D. is Senior Associate Dean for Basic Research, Biotechnology and Graduate Studies in the University of Wisconsin School of Medicine and Public Health. Dr. Moss received his Ph.D. in Physiology and Biophysics from the University of Vermont, followed by postdoctoral studies at the Boston Biomedical Research Institute. In 1979, Dr. Moss was appointed Assistant Professor of Physiology at the UW, where he subsequently served as Chair of Department from 1988 to 2009. During this time the Department grew from 10 to 23 faculty and became one of the leading research departments in the nation. Dr. Moss founded the U.W. Cardiovascular Research Center and the M.S. in Biotechnology degree program.

Dr. Moss serves on the editorial boards of leading scientific journals, he is a Founding Fellow of the American Heart Association, was recently elected Secretary General of the International Society for Heart Research. He was an Established Investigator of the American Heart Association and currently holds an NIH Merit Award. In 2007, Dr. Moss received an honorary Doctor of Medicine degree from Uppsala University.

Dr. Moss's research focuses on heart failure, its causes, and therapeutic approaches to the disease. His research group is renowned for innovation in approaches to research and in developing new understanding of the basis for health and disease in the heart. He has authored over 180 papers and has supervised more than 20 graduate students and post-doctoral fellows who now hold positions in academic medical centers both in this country and internationally. As a member of the UW faculty, Dr. Moss was previously director for courses in Human Physiology and in Cardiovascular Pathophysiology and received several awards, including the Chancellor's Award, for outstanding teaching.

Ronald T. Sliwinski
Senior Vice President/Chief of Hospital Division
President, University Hospital

Ronald T. Sliwinski became President and CEO of UW Hospital and Clinics in 2014. In this role, he worked with the CEO of University of Wisconsin Medical Foundation and the Dean of the University of Wisconsin School of Medicine and Public Health to develop an integrated UW Health organization growing the operations of a \$1.35 billion academic medical center to an over \$3.5 billion academic health system. In July 2015, the UW Health Authority Board named Ron, President of UW Hospitals and Chief of Clinical Operations for the integrated UW Health system. Ron currently serves as the President of University Hospital and as Senior Vice President/Chief of Hospital Division. His responsibilities include oversight of the University Hospital, American Family Children's Hospital, UW Health at the American Center, and the UW Rehabilitation Hospital as well as various joint ventures and other UW Health procedurally oriented operations.

Prior to that, Ron served as Senior Vice President and Chief Operating Officer of UW Hospital and Clinics since 2010. He was responsible for all operational and management activities in the areas of hospital and ambulatory operations, quality, patient satisfaction, information technology, and professional services.

Ron joined UW Hospital and Clinics in 2009, as Vice President of Professional Services where he provided leadership to many clinical areas including the clinical laboratory, radiology, pharmacy, purchasing, technology transfer and the Emergency Medicine program. He was also responsible for the Transplant, Children's, Primary Care, Orthopedics and Rehabilitation service lines.

Previously, Ron served as Vice President of Operations at Dartmouth-Hitchcock Medical Center. While there, he held leadership roles working with hospital operations, clinical trials, multidisciplinary clinical programs, ancillaries, and outreach. He was instrumental in planning for and procuring extramural funding to establish an Advanced Imaging Research Center (AIC) at Dartmouth.

Ron also served in a variety of administrator roles at Mary Hitchcock Memorial Hospital in Hanover, New Hampshire and at Henry Ford Hospital in Detroit, Michigan. Additionally, his professional background includes serving as an engineer at General Motors Corporation and as a partner at an environmental engineering consulting firm.

Ron received his undergraduate degree in Industrial Administration from Kettering University in Michigan and his Master's in Business Administration from the University of Colorado. He is a Fellow in the American College of Health Care Executives. He also serves as a member of various national, regional and community boards.

Dr. Peter Newcomer

Chief Clinical Officer, UW Health

Senior Associate Dean for Clinical Affairs, UWSMPH

Clinical Professor, General Internal Medicine

As Chief Clinical Officer for UW Health, Dr. Newcomer provides clinical leadership for patient care across the UW Health enterprise with the goal of ensuring that patients in all settings receive consistently exceptional, evidence-based care and an outstanding patient and family – centered experience. Prior to assuming his current role, Dr. Newcomer served for two years as UW Health's Chief Ambulatory Medical Officer.

A board-certified internist, Dr. Newcomer earned his medical degree at UW Medical School then completed his internship and residency training at the University of Colorado Health Sciences Center. In addition, he holds a master's degree in medical management from Carnegie Mellon University.

**UW Health Strategic Planning Retreat
September 22, 2016**

Attending:

Dean Robert Golden, MD
Alan Kaplan, MD
Jennifer Alexander
Ronald Anderson
Chancellor Rebecca Blank
Patricia Brady
Michael Heifetz
Tim Higgins
Andrew Hitt
Dale Kooyenga
John Litscher
Janice Mueller
Luther Olsen
Drew Petersen
Lisa Reardon
Pablo Sanchez
Linda Scott, PhD
David Ward
Gary Wolter
Frederick Wenzel
Ben Graf, MD
Tom Grist, MD
Nizar Jarjour, MD

Michael Bentz, MD
Robert Dempsey, MD
Andreas Friedl, MD
Valerie Gilchrist, MD
Azita Hamedani, MD
Paul Harari, MD
Ned Kalin, MD
Jon Matsumura, MD
Stephen Nakada, MD
Richard Page, MD
Robert Pearce, MD
Laurel Rice, MD
William Schwab, MD
Kathleen Shannon, MD
Ellen Wald, MD
Gary Wood, MD
Gregg Heatley, MD (Delegate)
Tom Zdeblick, MD
Eliot Williams, MD
Elizabeth Bolt
Terry Bolz
Mike Dallman
Jocelyn DeWitt

Robert Flannery
William Gorski, MD
Beth Houlahan
Jonathan Jaffrey, MD
Sandy Kamnetz, MD
Richard Moss, PhD
Teresa Neely
Pete Newcomer, MD
J. Carter Ralphe, MD
Ron Sliwinski
Roland Vega, MD
Kelly Wilson
Betsy Clough
Sue Ertl

Staff

Greg Angus
Patti Meyer
Innocent Okechukwu
Jay Robaidek
Tina Whitehorse
Rachel Zorn

Breakout Room	Facilitator	Area of Focus
Group 1 (Room 201)	Sue Ertl	Growth of clinical programs locally, regionally and nationally.
Group 2 (Room 203)	Betsy Clough	Clinical and technological innovation and entrepreneurship.
Group 3 (Room 212/214)	Peter Shorett	Population health for local and regional populations.
Group 4 (Room 216/218)	Teresa Neely	Destination clinical programs.
Group 5 (8 th Floor - Monona Room)	Mark Werner	Critical Vulnerabilities- What else might be more important?

Attendance - Breakout Groups

Group 1

1. Bentz
2. Brady
3. Flannery
4. Golden
5. Hamedani
6. Harari
7. Kooyenga
8. Matsumura
9. Scott
10. Wald
11. Ward

Group 2

1. Anderson
2. DeWitt
3. Bolz
4. Grist
5. Pearce
6. Petersen
7. Rice
8. Sliwinski
9. Wenzel
10. Wood
11. Jarjour

Group 3

1. Alexander
2. Bolt
3. Kamnetz
4. Gilchrist
5. Graf
6. Carayon
7. Higgins
8. Houlahan
9. Jaffery
10. Page
11. Sanchez

Group 4

1. Heatley
2. Newcomer
3. Kalin
4. Mueller
5. Olsen
6. Dempsey
7. Ralphe
8. Reardon
9. Williams
10. Wilson
11. Zdeblick

Group 5

1. Heifetz
2. Blank
3. Hitt
4. Kaplan
5. Litscher
6. Moss
7. Nakada
8. Schwab
9. Scott
10. Shannon
11. Vega
12. Wolter

UW Hospital and Clinics Authority Board of Directors

Rebecca Blank

Chancellor UW-Madison
Ex-Officio, UWHCA Board Member

Patricia Brady

Non-voting member of UWHCA Executive Committee

Lee Faucher, MD

President, UWHCA Medical Board

Robert Golden, MD

Dean, UWMSPH, Chair
Ex-Officio, UWHCA Board Member

Thomas Grist, MD

Chair, Radiology
UWHCA Board Member: Chancellor Appointee

Michael Heifetz

Wisconsin Department of Administration
Ex-Officio UWHCA Board Member: Secretary of Department of Administration Delegate

Tim Higgins

Board of Regents
UWHCA Board Member: President of Board of Regents Appointee

Andrew Hitt

UWHCA Board Member: Governor Appointee

Representative Dale Kooyenga

Joint Committee on Finance
UWHCA Board Member: Co-chair of Joint Committee on Finance Delegate

John Litscher

UWHCA Board Member: Governor Appointee

John Matsumura, MD

Department of Surgery
Non-voting member of UWHCA Executive Committee

Janice Mueller

Board of Regents
UWHCA Board Member: President of Board of Regents Appointee

Senator Luther Olsen

Joint Committee on Finance

UWHCA Board Member: Co-chair of Joint Committee on Finance Delegate

Richard Page, MD

Chair, Department of Medicine

Non-voting Member of UWHCA Executive Committee

Drew Petersen

Board of Regents

UWHCA Board Member: President of Board of Regents Appointee

Lisa Reardon

UWHCA Board Member: Governor Appointee

Pablo Sanchez

UWHCA Board Member: Governor Appointee

Linda Scott, PhD

Dean, UW-School of Nursing

UWHCA Board Member: Chancellor Appointee

Gary Wolter

UWHCA Board Member

David Ward

UWHCA Board Member: Governor Appointee

University of Wisconsin Medical Foundation Board of Directors

Jennifer Alexander
Public Board Director

Ronald Anderson
Public Board Director

Patricia Brady
Public Board Director

Robert Flannery
UWMF Chief Administrative Officer
& Chief Financial Officer

Ben Graf MD
Department of Orthopedics & Rehabilitation
Faculty Director

Nizar Jarjour MD
UWMF President

Alan Kaplan MD
UW Health CEO
Ex Officio – UWMF Board Chair

Jon Matsumura MD
Department of Surgery
Faculty Director

Stephen Nakada MD
Department of Urology
Department Chair Director

Richard Page MD
Department of Medicine
Department Chair Director

Laurel Rice MD
Department of Obstetrics/Gynecology
Department Chair Director

William Schwab MD

Dept of Family Medicine and Community Health
Faculty Director

Frederick Wenzel

Public Board Director

UW Health Council of Chairs

Michael Bentz, MD

Department of Surgery
Interim Department Chair Director

Robert Dempsey, MD

Clinical Chair
Department of Neurological Surgery

Robert Flannery

Chief Administrative Officer & Chief Financial Officer
Ex--Officio

Andreas Friedl, MD

Clinical Chair
Department of Pathology & Laboratory Medicine

Valerie Gilchrist, MD

Clinical Chair
Department of Family Medicine & Community Health

Robert Golden, MD

UWSMPH Dean
Ex-Officio

Thomas Grist MD, COMMITTEE CHAIR

Clinical Chair
Department of Radiology

Azita Hamedani, MD, MPH

Clinical Chair
Department of Emergency Medicine

Paul Harari, MD

Clinical Chair
Department of Human Oncology

Ned Kalin, MD

Clinical Chair
Department of Psychiatry

Alan Kaplan, MD

UW Health CEO
Ex-Officio

Stephen Nakada, MD
Clinical Chair
Department of Urology

Richard Page, MD
Clinical Chair
Department of Medicine

Robert Pearce, MD, PhD
Clinical Chair
Department of Anesthesiology

Laurel Rice, MD
Clinical Chair
Department of Obstetrics/Gynecology

Kathleen Shannon, MD
Clinical Chair
Department of Neurology

Ellen Wald, MD
Clinical Chair
Department of Pediatrics

Gary Wood, MD
Clinical Chair
Department of Dermatology

Terri Young MD, MBA
Clinical Chair
Department of Ophthalmology & Visual Sciences

Thomas Zdeblick, MD
Clinical Chair
Department of Orthopedics & Rehabilitation

UW Health Senior Leadership Council

Elizabeth Bolt

SVP, System Chief Administrative Office

Mike Dallman

SVP, Chief Strategy Officer & President, University Health Care, Inc.

Jocelyn DeWitt

SVP, Chief Information Officer

Bob Flannery

SVP, Chief Financial Officer

Bill Gorski, MD

President, Swedish American Health System

Azita Hamedani, MD

Clinical Chair, Department of Emergency Medicine

Beth Houlahan

SVP, Patient Care Services & Chief Nursing Officer

Jonathan Jaffery, MD

SVP, Chief Population Health Officer & President, UW Health ACO

Nizar Jarjour, MD

SVP, Chief Academic Integration Officer & President, UW Medical Foundation

Alan Kaplan, MD

CEO, UW Health

Stephen Nakada, MD

Clinical Chair, Department of Urology

Teresa Neely

SVP, Chief Ambulatory Officer

Pete Newcomer, MD

SVP, Clinical Services & System Chief Medical Officer

Ron Sliwinski

SVP, System Hospital Operations & President, University Hospital

Roland Vega, MD

Faculty, Department of Surgery

Kelly Wilson
SVP, Chief Legal Counsel