



SCHOOL OF  
**PUBLIC HEALTH**  
UNIVERSITY OF MINNESOTA



# HEALTHCARE LEADERSHIP SYMPOSIUM

May 6, 2022

8:00 a.m. - 6:00 p.m.

Graduate Hotel, Minneapolis

*Presented by:*

**University of Minnesota School of  
Public Health's Master of Healthcare  
Administration Program and Alumni  
Association/Foundation**





# WELCOME

Dear Attendees,

We are thrilled to have you join us at this year's Healthcare Leadership Symposium.

This year's Symposium is presented by the University of Minnesota School of Public Health's Master of Healthcare Administration Program and Alumni Association / Foundation. After three years, we are excited to bring together over 150 members of the MHA Program, to learn more about healthcare leadership. Today will be an amazing opportunity to discover new ways to work together and move our industry forward!

The theme for our 2022 Symposium is: **Wisdom and Foresight**. From an inspiring Keynote Speaker, to various sessions led by MHA alumni, students and faculty, we look forward to being together to share enduring leadership lessons and to discuss the future of healthcare. Additional learnings and the opportunity to network with alumni and industry professionals will be had throughout various breakout sessions.

After years apart, we are excited to reconnect as a learning community.  
Welcome back!

Best Regards,

**Katie M. White, EdD, MBA**

*Associate Professor and Interim Program Director, Masters in Healthcare Administration (MHA) Program*

# SCHEDULE

**7:30 am** **Breakfast & Registration**  
*Pinnacle Foyer & Ballroom*

**8:00 am** **Welcome from the MHA Program and the  
University of Minnesota School of Public Health**  
*Pinnacle Ballroom*

**8:15 am** **Keynote**  
**Turn the Ship Around**  
*Pinnacle Ballroom*

**9:15 am** **Networking Break**

**9:30 am** **Reflections on Wisdom**  
MHA alumni, students, and faculty members share stories of their  
most valuable and enduring leadership lessons.  
*Pinnacle Ballroom*

**10:00 am** **Networking Break**

**10:30 am** **Breakout Sessions - Track 1**  
• **Workforce and Talent Management - How leaders can prepare for  
the unexpected** | *Pathways Ballroom*  
• **Promoting Health Equity as a Strategic Priority** | *Pinnacle Ballroom*

**11:45 am** **Lunch** | *Pinnacle Foyer & Ballroom*

**12:45 pm** **Update from the MHA Program**

**1:15 pm** **Reflections on Foresight** | *Pinnacle Ballroom*  
MHA alumni, students, and faculty members share stories that  
illuminate the future of work in health care.

**1:45 pm** **Networking Break**

**2:15 pm** **Breakout Sessions - Track 2**  
• **Rediscovering Your Why** | *Pathways Ballroom*  
• **Accelerating Value through Payor-Provider Collaboration** |  
*Pinnacle Ballroom*

**4:00 pm** **Closing Speaker** | *Pinnacle Ballroom*

**4:30 - 6:00 pm** **Founder's Reception** | *Pinnacle Foyer & Ballroom*

*Reception hosted by the MHA Alumni Association/Foundation follows the symposium.*

# CELEBRATING 75 YEARS

The University of Minnesota Master of Healthcare Administration (MHA) Program is one of the longest-running graduate programs in the country and is currently ranked number two nationally by U.S. News and World Report. The 'Program' is steeped in a tradition of program-alumni engagement that sustains a theory based, practice-enabled educational experience with a vibrant alumni community of over 3,000 graduates.

2021-2022 marks the Program's 75th anniversary. With our traditions, founders, alumni and future leaders in mind, we have selected "Wisdom and Foresight" as our theme for the Minnesota MHA 75th Anniversary celebration year.

The Minnesota MHA Program founder, James A. Hamilton's vision was to bring the field of practice to healthcare management education. This vision is alive today, with engaged alumni and a culture of mentoring that continues to bring out the teacher in all of us.

As we have progressed through 75 years, problem-solving remains a key part of the curriculum. However, many of the problems we face are quite different today. In the midst of a global pandemic, we are spanning the boundaries of healthcare delivery into outpatient and home settings. As faculty and practitioners, we are seeking to find effective ways to address social determinants of health and racial disparities in outcomes.

Even though the program and practice of healthcare is ever-changing, the vision of James A. Hamilton, to bring practice to theory by building a culture of intergenerational teaching and learning tradition continues and is more meaningful than ever before.

To celebrate the University of Minnesota MHA 75th Year Anniversary, the faculty, staff and students alongside the MHA Alumni Association Board of Directors and Committees have partnered to bring to life a series of social and learning events to celebrate the MHA community, all we have accomplished, and all we will achieve in the future.

The year is filled with features and events to mark the 75th anniversary which include:

- Social events to promote re-connection among our learning community
- Learning opportunities vis-a-vis the Healthcare Leadership Symposium
- Publication of the Wisdom and Foresight book that tells the story of the MHA Program
- Alumni spotlights on those serving our communities and giving back to the program
- A Video to "tell our story" at 75 years
- A Class fundraising competition to inspire investment in the MHA

Thank you to all faculty, staff, students and alumni for your engagement over the past 75 years. Thank you to all involved in planning the 75th celebration.

Happy 75th Anniversary to the "Best MHA Program" ever!

# PRESENTERS

## KEYNOTE SPEAKER:

### L. David Marquet

Student of leadership and organizational design, former nuclear submarine Commander, and named one of the Top 100 Leadership Speakers by Inc. Magazine. David is the Author of the Amazon #1 Best Seller: Turn the Ship Around!, and The Turn the Ship Around Workbook. David's latest book, Leadership is Language, was released February 4th, 2020, by Penguin Random House.



David Marquet imagines a workplace where everyone engages and contributes their full intellectual capacity, a place where people are healthier and happier because they have more control over their work—a place where everyone is a Leader.

A 1981 U.S. Naval Academy graduate, Captain Marquet served in the U.S. submarine force for 28 years. After being assigned to command the nuclear powered submarine USS Santa Fe—then ranked last in retention and operational standing—he realized the traditional leadership approach of “take control, give orders,” wouldn’t work. He “turned the ship around” by treating the crew as leaders, not followers, and giving control, not taking control. This approach took the Santa Fe from “worst to first,” achieving the highest retention and operational standings in the navy.

After Captain Marquet’s departure, the Santa Fe continued to win awards and promoted a disproportionate number of officers and enlisted men to leadership positions, including ten subsequent submarine captains. Stephen R. Covey said it was the most empowering organization he’d ever seen and wrote about Captain Marquet’s leadership practices in his book, *The 8th Habit*.

Captain Marquet is the author of *Turn the Ship Around! A True Story of Turning Followers Into Leaders*. *Fortune* magazine named it the #1 must-read business book of the year, and *USA Today* listed it as one of the top 12 business books of all time. He is also the author of *The Turn the Ship Around Workbook*, which is a companion workbook for implementing Intent-Based Leadership.

David’s book, *Leadership is Language*, is a re-engineering of the language we use at work and a new playbook for leaders. “It’s time to ditch the Industrial Age playbook of leadership.” This book provides insights on how choosing your words can dramatically improve decision-making and execution skills for teams.

Captain Marquet retired from the Navy in 2009, and now speaks to audiences around the globe who want to create empowering work environments that release the passion, initiative, and intellect of each person. This bold and highly effective framework is summarized as “give control, create leaders.”

He is a life member of the Council on Foreign Relations, and in 2015 was named to the American Management Association’s “Leaders to Watch” list.

# REFLECTIONS ON WISDOM

MHA alumni, students, and faculty members share stories of their most valuable and enduring leadership lessons.

9:30 am | *Pinnacle Ballroom*

## SPEAKERS



**Angie Kierstead, MHA Candidate**  
*Operational Excellence  
Consultant at M Health Fairview*

Angie is currently an Executive MHA candidate. She works as an Operational Excellence

Consultant who just celebrated 14 years at M Health Fairview.



**William P. Santulli, MHA**  
*COO, Advocate Aurora Health*

Bill Santulli, class of 1984, has served as COO of Advocate Aurora, a \$14B integrated delivery system in Illinois and Wisconsin,

since the organization was formed in 2018. He previously served as EVP/COO of Advocate from 2005 to 2018 and as President of Advocate Good Samaritan Hospital from 2003 to 2005.



**Danny Plooster, MHA**  
*McKinsey & Company, Manager,  
Healthcare*

Mr. Plooster is a Manager in the Healthcare practice at McKinsey & Company, focused

on provider-client development. He has nearly 10 years of healthcare experience primarily in advisory services for providers spanning strategy, operations, and digital transformation.



**Patrick G. Hays, MHA**  
*LFACHE*

Patrick G. Hays, LFACHE, is the founding CEO of Sutter Health, a Sacramento-based integrated system serving several million people of Northern California, and retired CEO of BlueCross BlueShield Assn., collectively the world's largest private-sector health plans serving 1 in 4 Americans and citizens of several other nations.



**Sarah Miller, MHA**  
*Founder & Principal, No Stone  
Unturned Strategic Advisory  
Consulting*

Sarah has 25+ years of experience developing and executing business strategy and building consensus to drive organizational transformation. Recognized for strategic vision and managerial courage to tackle persistent and unique enterprise challenges, Sarah is known for personal integrity, creativity, compassion, and humor.

# BREAKOUT SESSIONS | TRACK 1

## Workforce and Talent Development

### How leaders can prepare for the unexpected

10:30 am | *Pathways Ballroom*

Healthcare delivery organizations are currently facing major challenges related to recruitment and retention of talent. This panel session will begin with a high-level overview of the issue and then engage organizational leaders around the short- and longer-run challenges and opportunities related to workforce and talent management. Potential topics include best practices and key learnings from organizations as they navigate staffing shortages; work policies related to remote work and the potential to recruit nationally vs. locally; how virtual care growth may influence workforce needs.

#### PANELISTS



**Moderator:**  
**Janette Dill, PhD**

*Associate Professor, Division of Health Policy and Management, School of Public Health, University of Minnesota*

Janette Dill is a sociologist and an Associate Professor in the Health Policy and Management Division of the School of Public Health at the University of Minnesota. Her research focuses on the health care workforce, with a focus on the direct care workforce.



**Laura Beeth, MA**  
*VP of Talent Acquisition for Fairview*

Laura Beeth is a visionary leader with 25+ years of experience holding system executive positions in Talent Acquisition, Talent Management, and Workforce Development at M Health Fairview.



**Tonya Jackman Hampton, EdD, MBA**

*Chief People Officer, Hennepin Health*

Tonya is a 25+ year strategic executive and consultant in human resources, talent and organizational development, and diversity and inclusion. She is an ICF Professional Certified Coach and a certified co-active professional executive coach (CPCC).



**Micah Niermann, MD**  
*Executive Vice President of Clinical Affairs, Gillette Children's Specialty Healthcare*

Micah Niermann graduated from medical school from the University of Kansas and completed residency in Internal Medicine/Pediatrics at the University of Minnesota. After residency he joined Allina to work as a Med/Peds hospitalist at Abbott Northwestern and Children's Minnesota for 11 years.



# BREAKOUT SESSIONS | TRACK 1

## Promoting Health Equity as a Strategic Priority

10:30 am | *Pinnacle Ballroom*

In the upheaval following the advent of COVID-19 and the murder of George Floyd in 2020, many healthcare organizations have sought to elevate health equity promotion as a priority within their broader population health strategy. Organizations are developing and deploying strategic interventions to address the burdens of structural racism related to health care access, quality, patient experience, and health outcomes. In this session, our expert panelists will share their organization's efforts and discuss key learnings as they work to create a more equitable healthcare system for patients and their broader communities.

### PANELISTS



**Moderator:**  
**Andre Le Blanc, MHA**  
*Deputy Director, Center for Antiracism Research for Health Equity*

Andre Le Blanc serves as Deputy Director for the Center for Antiracism Research for Health Equity (CARHE) at the University of Minnesota School of Public Health. He is responsible for providing strategic and operational leadership and driving key initiatives to achieve the center's goals.



**Julia Joseph-Di Caprio, MD**  
*Sr. VP & Chief Medical Officer, UCARE*

Dr. Joseph-Di Caprio is responsible for setting and implementing a market-leading agenda for population health and clinical operations excellence for UCare's 500,000 members. She is a key member of the senior management team and provides strategic direction and operational oversight for UCare's Health Services Division.



**Garrett Black, MHA**  
*Chief Operating Officer, Equality Health*

Garrett Black has an exceptional track record of developing high-performing, diverse leadership teams and managing large-scale clinical and business operations within both provider and health plan organizations. Garrett recently joined Equality Health, a leading provider of value-based physician networks uniquely equipped to address the needs of diverse and historically underserved populations, as Chief Operating Officer.



**Nathan Chomilo, MD**  
*Medical Director for the State of Minnesota and MinnesotaCare programs and Pediatrician with Park Nicollet Health Services*

Dr. Nathan Chomilo is the medical director for the State of Minnesota's Medicaid and MinnesotaCare programs and general pediatrician with Park Nicollet Health Services/HealthPartners.

# REFLECTIONS ON FORESIGHT

MHA alumni, students, and faculty members share stories that illuminate the future of work in health care.

1:15 pm | *Pinnacle Ballroom*

## SPEAKERS



**Hayleigh McLellan BSN-CRN, MHA**

*Dyad Nurse Manager, Regions Hospital*

Hayleigh McLellan, BSN-CCRN, MHA, is a Dyad Nurse Manager of the Medical Intensive Care and Progressive Care Unit at Regions Hospital in St. Paul. Hayleigh took over her current position in April 2020, just as the COVID-19 pandemic began and her unit was designated the primary COVID unit



**Alli Weidman**  
*MHA Student*

Alli is currently a second-year MHA student. After graduating from the University of Wisconsin-Madison in 2018, she worked at Rush University Medical Center in the Office of Community Health Equity and Engagement for two years before moving to Minneapolis and starting the MHA program.



**Julia Crist, MHA**  
*Vice President Operations, Clinical Service Line, Allina Health*

Julia Crist is passionate about driving change in healthcare to reduce cost, improve outcomes, and serve patients and families in accordance with their wishes. A leader in home-based care and value delivery, she particularly enjoys building and scaling new programs.



**Ruth Gebremedhin, MHA**  
*Cityblock Health, Senior Associate, Operations and Delivery Model Design*

Ruth Gebremedhin currently serves as an operations and delivery model designer with Cityblock Health, a tech-enabled primary care provider focused on empowering underserved individuals with complex health needs.



**Sally Wahman, MHA**  
*Vice President, Primary Care at Allina Health*

Sally Wahman is the Vice President, Primary Care at Allina Health. In this role, she oversees Allina's primary care clinics, urgent care centers, and convenience care services.



**Karyn Baum, MD, MEd, MHA**  
*Chief Transformation Officer at Essentia Health*

Karyn Baum is a Hospitalist and the inaugural Chief Transformation Officer at Essentia Health, headquartered in Duluth MN. In her role, Karyn is responsible for leading innovation throughout the system, including planning for the new flagship hospital to open in Duluth in 2023. She is also an Adjunct Professor at the University of Minnesota in both Medicine and the School of Public Health, where she teaches the Quality Improvement course in the Executive MHA program.

# BREAKOUT SESSIONS | TRACK 2

## Rediscovering Your Why

2:15 pm | Pathways Ballroom

The past two years have been challenging – especially for the leaders and providers on the frontlines of healthcare. While collectively there is a tremendous amount to be proud of in terms of how our systems and organizations have adapted, it has also taken a toll on those making it all happen.

This session is an opportunity to pause, reflect, and restore as we consider and examine where we are at – both individually, and collectively. This workshop is designed to provide the space and structure to help you do just that

### SPEAKER



**Janiece Gray, MHA, CPXP, BSW, ACC**

*Founder, Executive, Life & Leadership Coach with JGray & Associates, LLC*

She is the Founder, Executive, Life & Leadership Coach with JGray & Associates, LLC, and a co-founder of DTA Associates Inc., a healthcare consulting firm in Minneapolis.

Janiece is also the author of *Beyond CAHPS: A Guide for Achieving Patient and Family-Centered Care*. Janiece also recently published a new gratitude journal entitled *With Gratitude*. A Certified Strengths Coach, Janiece brings this approach to all of her work with individuals and groups, seeking to help them understand where they are already strong and where they can seek to grow. While healthcare is her sweet spot, she collaborates with leaders at any point in their career journey and regardless of their industry. A natural teacher, she asks good questions to help her clients find the answers within themselves.

# BREAKOUT SESSIONS | TRACK 2

## Accelerating Value through Payor-Provider Collaboration

2:15 pm | *Pinnacle Ballroom*

The pursuit of greater value in health care requires goal alignment and collaboration between payer and provider that goes well beyond the signing of the contract. This session will explore how value-based arrangements between payers and providers are evolving over time with a focus on understanding the challenges, best practices, and opportunities that lie ahead.

### PANELISTS



**Moderator:**  
**Peter Huckfeldt, PhD**  
*MHA Faculty at the University of Minnesota*

Peter Huckfeldt is an associate professor and the Vernon E.

Weckwerth Professor in Healthcare Administration Leadership in the Division of Health Policy & Management at the University of Minnesota School of Public Health.



**Ellen Hallen, MHA**  
*Director of Population Health, Allina*

Ellen Hallen joined Allina Health in July 2015 as the Administrative Fellow for Dr. Penny Wheeler,

then CEO of Allina Health.



**Maria Lime-Leite**  
*Allina, VP of Payer Relations*

Maria Lima-Leite serves as the Vice President of Payer Relations and Contracting for Allina Health.



**Pam Pridden**  
*Allina, Payer Relations and Contracting*

Pamela Pridden joined Allina Health in March 2005 as a Contract Manager in the Payer

Relations & Contracting department.



**Heidi Nielsen**  
*BCBS, Director Implementation & Strategic Execution*

Heidi Nielsen is the Implementation and Strategic Execution Director for Medical Management at Blue

Cross Blue Shield of MN.



**Phil Solyntjes, MBA**  
*BCBS, Strategic Provider Partner*

Phil Solyntjes graduated from UW-Eau Claire and transitioned into a financial analyst role at Optum.



**Melanie Teske**  
*BCBS, Senior Director Provider Payment and Network Innovation*

Melanie Teske is Senior Director, Provider Payment and Network Innovation at Blue Cross Blue

Shield of MN.



**Rachel Kuhnly, MHA**  
*Allina, Population Health Manager, Operations*

Rachel Kuhnly graduated from the University of Minnesota's Master's of Healthcare

Administration program in 2019. During her time in the program, she served as an Administrative Resident in the Allina Health system at Abbott Northwestern and then became the Administrative Fellow for Dr. Penny Wheeler, the CEO of Allina Health during that time.

# GREG HART DISTINGUISHED SERVICE AWARD

Jointly presented by the MHA Program and its Alumni Association/Foundation, the Greg Hart Distinguished Service Award recognizes extraordinary alumni for their sustained and exemplary commitment to the MHA Program, its student body, and alumni community.

## Criteria for award selection

The Greg Hart Distinguished Service Award is bestowed upon a graduate of the MHA Program who embodies Hart's qualities as a committed alumnus, mentor, and alumni leader. Recipients of the award must:

- ▶ Be a graduate of the MHA Program (full-time, executive, or ISP);
- ▶ Have served as an exemplary model or mentor to MHA students in their role as a preceptor, advisor, mentor, or teacher;
- ▶ Have volunteered in alumni leadership bodies such as the MHA Alumni Association/Foundation Board of Directors; and
- ▶ Be a member of the James A. Hamilton Society.



**The 2022 recipient of the award is Mary Ellen Wells, MHA, FACHE '76**

## Partner, C-Suite Resources

Mary Ellen Wells is a 1984 graduate of the Minnesota MHA Program and has more than 35 years of healthcare leadership experience. Mary Ellen Well's connection and dedication to the Minnesota MHA Program has been meaningful and unwavering throughout her career. Mary Ellen has taken on many roles within the MHA Program including mentoring students, hosting principles and advanced problem solving teams, serving as an accountable faculty and lecturer for courses, serving in program leadership, and as a past MHA Alumni Association Chair and current MHA Alumni Board Philanthropy Committee member.

In addition to working with the MHA Program faculty, staff and alumni, Mary Ellen, and her husband, Bill Arendt, generously established The Rural Health Care Leadership Fund. The scholarship supports students studying towards a degree in the Masters of Healthcare Administration program or studying under faculty in the Rural Health Care Research Center to develop leaders equipped with the skills to improve rural health care and the well-being of rural residents by addressing the unique challenges faced by hospitals, clinics and healthcare delivery systems in rural areas. Mary Ellen, having served at the highest administrative level at both urban and rural hospital systems, is passionate about leadership and the

*continues*

# GREG HART DISTINGUISHED SERVICE AWARD

*continued*

impact effective leaders have on the healthcare organizations they lead. As a resident of a rural community, Mary Ellen is passionate about the mission of smaller community hospitals, clinics and senior care centers and the vital benefits they provide rural communities.

Mary Ellen and Bill also generously established the Leadership for Aging Well Scholarship with an initial commitment by Mary Ellen and Bill with additional support Mary Ellen secured for the fund from Presbyterian Homes and Services and other MHA alumni. The scholarship supports students studying towards a degree in the Master of Healthcare Administration program or are working under faculty in the School of Public Health's Center for Healthy Aging and Innovation and demonstrate intent to provide leadership in the provision of services from a continuum of care perspective.

Mary Ellen and Bill are avid Gopher fans and have established a fund at the university that will support student athletes in the women's athletic program who want to focus on health. They are members of the MHA Program's James A. Hamilton Society.

Mary Ellen is a current partner at C-Suite Resources. Prior to this role, she served as a senior executive and CEO of several independent and affiliated hospitals, clinics, and skilled nursing facilities within Allina Health, CentraCare Health, and the University of Minnesota Hospital and Clinic.

Highlights of her career include developing one of the first telemedicine networks in the country, leading collaborative efforts to establish an air ambulance program, serving on the initial board of an innovative healthcare insurance company, establishing one of the first service lines for an integrated health system, and leading the hospital that was the country's first to implement the Epic medical record. She served on the Governor's Task Force for Ultraspeed Broadband for Minnesota, is the first recipient of the Minnesota Hospital Association's Stephen Rogness Distinguished Service Award and is a Paul Harris Fellow Rotarian. Wells was recently recognized with the ACHE Regent's Award for her contributions to the field of healthcare leadership.

Prior to her healthcare career, Mary Ellen was a high school teacher, counselor and an account executive in telecommunications.

Mary Ellen is very involved in community and educational volunteer efforts, including several boards and foundations that support nonprofit agencies.

Her greatest source of fulfillment comes from being a stepmother to four stepchildren and grandmother to eight grandchildren who are truly the best, proudest parts of Mary Ellen's and Bill's lives.

# THANK YOU TO OUR SPONSORS!



## Mercyhealth Administrative Fellowship Program

As the President and CEO of Mercyhealth, Javon Bea's visionary leadership and drive to always do the "next right thing" has not only transformed the health care landscape throughout the southern Wisconsin and northern Illinois region, but has also jump started the careers of many University of Minnesota MHA fellows. In 1991, Javon began a Fellowship Program at Mercyhealth in partnership with the University of Minnesota and has been the preceptor for over 62 Administrative Fellows and hosted 16 summer residents from U of MN and other MHA programs. Since the program began, every Mercyhealth fellow has been placed following their fellowship, with 100% of fellows being offered jobs with Mercyhealth upon completion.

To learn more about Mercyhealth's Administrative Fellowship Program, visit [mercyhealthadministrativefellowship.org](http://mercyhealthadministrativefellowship.org).



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Mary Ellen Wells, MHA '84

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### Special thanks to our committee chairs for their dedication

**and time.** *Our gratitude also extends to the symposium sponsors, the many alumni and friends of the program who helped plan the symposium and its breakout sessions, as well as to our friends at the ACHE-MN Chapter.*

# MHA ALUMNI ASSOCIATION/ FOUNDATION BOARD

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