

Palmer C. Evans, M.D.

Palmer "Pal" Evans is the former Senior Vice President and Chief Medical Officer at Tucson Medical Center (TMC) in Tucson, Arizona. He began his administrative career at TMC in 1996 and retired in 2005, returning as Chief Medical Officer in 2007 at the request of TMC HealthCare's Board of Trustees. He retired again in July 2010 but continues in a senior advisory role to TMC and the Southern Arizona Accountable Care Organization.

Evans is a graduate of Temple University School of Medicine and did his residency in Obstetrics and Gynecology at the Hospital of the University of Pennsylvania. He is a faculty member of the Arizona Healthcare Leadership Academy and is also a Board Member of the TMC Foundation. He recently joined the Board of the Pima County on Aging. In 1993, Evans was awarded the Wyeth-Ayerst Award from the American College of Obstetricians and Gynecologists for his work on The Arizona Placental Project. Evans was a practicing obstetrician/gynecologist in Tucson from 1974 to 1999 and is a Life Fellow of the American College of Obstetricians and Gynecologists and Diplomat of the American Board of Obstetrics and Gynecology

Elliott S. Fisher, M.D., M.P.H.

Dr. Fisher is the James W. Squires, MD Professor at Dartmouth Medical School and Director for Population Health and Policy at The Dartmouth Institute for Health Policy and Clinical Practice. He received his undergraduate and medical degrees from Harvard University and completed his internal medicine residency and public health training at the University of Washington. He is the director of the Dartmouth Atlas of Health Care and a member of the Institute of Medicine of the National Academy of Sciences.

His research has focused on exploring the causes of the two-fold differences in spending observed across U.S. regions and health care systems, on understanding the consequences of these variations for health and health care, and on the development and testing of approaches to performance measurement and payment reform that can support improvement. The research revealed that most of the differences in spending are due not to differences in health status, preferences, prices or poverty, but rather to greater use of discretionary services, such as the use of the hospital as a site of care and specialist referrals or diagnostic tests that would not have been ordered in lower spending regions. The findings that per-capita spending -- on these services -- is essentially uncorrelated with either quality or health outcomes highlighted the potential opportunity to improve the efficiency of U.S. health care.

His current policy work has focused on advancing the concept of "accountable care organizations" (ACOs) and includes co-directing, with Mark McClellan, a joint Brookings-Dartmouth program to advance ACOs through research, coordination of public and private initiatives and the creation of a learning collaborative that includes several pilot ACO sites across the U.S.

John Friend, Esq.

John Friend is the Vice President, Business Affairs of TMC Healthcare. He previously served as Associate General Counsel for TMC Healthcare and has been affiliated with Tucson Medical Center since 1990, initially as outside counsel and later as in-house counsel. He has also served as a Member of the Audit Committee.

Friend and has been licensed to practice law in Arizona for 27 years, graduating from Arizona State University College of Law in 1985. In addition to his practice of law in the private sector and as counsel for TMC, he served as General Counsel for a private pharmaceutical services company and also co-founded a start-up private pharmaceutical service company.

With his experience in hospital law, health care law, and collaborative business ventures, Friend coordinated the participation of TMC and its aligned physicians in the Brookings/Dartmouth ACO pilot project.

Friend has been instrumental in creating the ACO organization, Southern Arizona Accountable Care, LLC ("SAACO"), and its affiliated management service organization, Southern Arizona Care Enhancement Services, LLC dba Innovative Practices, LLC. Friend is the inaugural Executive Director of SAACO, dba Arizona Connected Care, LLC.

Steven T. Hester, M.D.

Dr. Hester is senior vice president and chief medical officer of Norton Healthcare. Prior to joining Norton in 2005, Dr. Hester practiced emergency medicine full time, serving as regional medical director for Kentuckiana Emergency Physicians, with more than 110,000 patient visits per year. During his tenure there he worked to improve quality and volume with significant success, while redefining multiple processes within the organization. He has served Norton Healthcare in multiple medical staff positions, including president of the medical staff for a Norton Healthcare facility and representative on the System Medical Executive Committee.

Dr. Hester holds bachelor's and medical degrees from the University of Louisville and is board certified by both the American Board of Internal Medicine and the American Board of Pediatrics. He holds a Master of Business Administration degree from Bellarmine University. Dr. Hester is a Fellow of the American Academy of Pediatrics. Chosen for Louisville's Business First "40 under 40" designation in 2005, Dr. Hester serves on the board of directors of the Louisville Chapter of the American Heart Association and Kentucky Harvest. He is a member of the American College of Physician Executives, American Medical Association, Kentucky Medical Association and the College of Healthcare Information Management Executives.

Bridget Larson, M.S.,

Bridget K. Larson, M.S., is Director of Health Policy Implementation at The Dartmouth Institute for Health Policy and Clinical Practice. Her work focuses on advancing payment and delivery system reform to improve population health. She leads the implementation and evaluation of the Accountable Care Organization (ACO) model through close collaboration with five national ACO pilot sites and the Brookings Institution. Ms. Larson holds a master of science degree in health policy and management from the Harvard School of Public Health.

Judy Rich, R.N.

Judy Rich has had a varied healthcare career since she received an undergraduate degree in nursing from New York's Roberts Wesleyan College and a graduate degree from the University of Pennsylvania.

Ms. Rich has held roles from staff nurse to CEO. She started her professional experience at Thomas Jefferson University Hospital in Philadelphia, Pennsylvania, where she specialized in neurosurgery and neurology. After moving to Palm Beach, Florida, Ms. Rich held management positions at St. Mary's Hospital for 15 years. During her time in Florida she served on the Board of Connors Nursery, the first resident facility in the country for babies with AIDS.

In 1998, Ms. Rich moved to the Wellmont Health System, in Kingsport, Tenn., as the vice president of Operations. In this four-hospital system, Judy contributed to the growth and overall success of the system while earning the Tennessee Level Three Quality Award. During her years with Wellmont, she launched the McKesson clinical documentation project while maintaining high patient and staff satisfaction scores.

Ms. Rich moved to Tucson in 2003 to serve as the Chief Operations Officer for Tucson Medical Center. During that time Judy was appointed by Governor Janet Napolitano to serve on the Arizona State Board of Nursing. After leaving Tucson Medical Center, she joined The Bard Group in Boston as a Senior Consultant for the practice. In this role she worked in large academic medical centers (Baylor Medical Center in Dallas, William Beaumont Hospital in Detroit, and others) with a focus on physician engagement.

Upon returning to Tucson Medical Center in June 2007, Ms. Rich led the team in a financial turnaround as the President and CEO of the 650-bed nonprofit hospital. In addition to the financial turnaround, TMC has experienced significant improvements in patient, physician and employee satisfaction, surpassing all benchmarks in those areas. Revenue improvement and significant expense reductions have contributed to the financial success. The foundation for the improvement at TMC has been the creation of a transparent organization with front line involvement in hospital decision-making. TMC has launched a six-year strategy to rebuild and improve the current campus.

Judy serves on the boards of the Arizona Hospital and Healthcare Association, VHA West Coast, EMERGE! Center Against Domestic Abuse, and the United Way of Tucson and Southern Arizona. She is a member of the Chairman's Circle of Tucson Regional Economic Opportunities, or TREO, and is on the Executive Advisory Council of United Healthcare.