

David S. Hefner, MPA

Georgia Regents University / 1120 15th Street; BI-2090 / Augusta, GA 30912 / 706-721-6569 / 941-350-9115 (cell)

Brigham Young University, Masters of Public Administration – 1982 ~dhefner@gru.edu ~
University of Texas, Austin, Bachelors of Business Administration – 1976 ~davidshefner@gmail.com ~

- 2011 – Present** **Executive Vice President for Health Affairs – Georgia Regents Health System; Executive Vice President for Clinical Affairs – Georgia Regents University; Chief Executive Officer – Georgia Health Sciences Medical Center; Chief Executive Officer – Georgia Health Sciences Medical Associates; Chief Executive Officer – Children’s Hospital of Georgia; Associate Professor – College of Allied Health Sciences, Dept of Health Informatics**
\$1.2B integrated Health Sciences University and Health System; appointed in January 2011 as the Executive Vice President of Clinical Affairs and Executive Vice President of Health Affairs; CEO of 632-bed hospital(s), clinics, and a 550 clinician foundation www.gru.org
- 2009 – 2011** **Senior Advisor (pro bono) – Association of American Medical Colleges; Washington, DC**
Advisor to Healthcare Affairs, Academic Affairs and Advocacy on behalf of the academic medical centers and teaching hospitals on a variety of health reform initiatives particularly related to academic medicine’s preparedness for success in the new emerging paradigm. The AAMC is a not-for-profit association representing all 131 accredited U.S. and 17 accredited Canadian medical schools; nearly 400 major teaching hospitals and health systems, including 68 Department of Veterans Affairs medical centers; and nearly 90 academic and scientific societies. Through these institutions and organizations, the AAMC represents 128,000 faculty members, 75,000 medical students, and 110,000 resident physicians.
www.aamc.org
- 2006 – 2009** **President – University of Chicago Medical Center; Comer Children’s Hospital; University of Chicago Physician’s Group; Graduate Program in Health Administration & Policy Faculty**
\$1.6B integrated academic enterprise with a 600-bed medical center, children’s hospital, clinics, 700 FTE clinical faculty practice, and 250 research faculty with \$300M of sponsored research in the Biologic Sciences Division (BSD); 27,000 admissions; 24,000 surgeries; 400,000 outpatient visits; 1300 clinical trials.
www.uchospitals.edu; www.bsd.uchicago.edu
- 2002 – 2006** **Executive Director & Chief Operating Officer – Penn State Medical Center; Penn State Children’s Hospital; Penn State Physicians Practice Plan Senior Instructor, Public Health Sciences; College of Medicine**
\$1B integrated academic enterprise with a 504-bed medical center and children’s hospital with a 600 FTE clinical faculty practice, and 125 research faculty with \$100M of sponsored research in the College of Medicine; 26,000 admissions; 23,000 surgeries; 800,000 outpatient visits; www.hmc.psu.edu
- 1994 – 2005** **Senior Partner – CSC, Inc – Global Health Solutions (formerly APM, Inc); NYC, NY**
\$1B healthcare vertical inside the \$15B parent company of Computer Sciences Corp www.csc.com

Representative Experience

- **Strategy & Mission-Based Management (MBM)** – Architect of MBM; implemented fundamental precepts with AAMC and 25 member institutions (e.g., Univ of Utah, Medical College of Georgia, Univ of Wisconsin, Univ of Maryland, Univ of Florida, East Carolina University, West Virginia University, Univ of Texas Galveston, Penn State, Creighton Univ, New York Medical College, Loyola)
- **Turnarounds & Operations Improvements** – e.g. University of Florida, University of Maryland, Harvard Beth Israel Deaconess, CHI Centura Health, Henry Ford Health Systems, New York University; Baylor College of Medicine
- **Strategic Affiliations** – e.g. Methodist Hospital & Baylor College of Medicine [circa 2003-4]; University of Wisconsin & 280 member physician group (PPD); Tenet & MCP Hahnemann [circa 1998]; St Christopher Children’s Hospital & Dept of Pediatrics faculty; Creighton University & Alegent Health Systems

- **Information Technology & Informatics** – Driscoll Children’s Hospital ERP selection/implementation; Washington University SOM CIS selection; Penn State CIS selection/implementation

1984 – 1994 **Founder & Chief Executive Officer – Consulting Concepts, Inc; Salt Lake City, UT**
 \$10M (inflation adjusted) national management consulting firm with academic medical centers, and health systems, large faculty practice plans, medical schools; firm sold and integrated into APM/CSC

1982 – 1984 **National Program Manager – BSL Technologies, Inc; Salt Lake City, UT**
 Laboratory information system company with a large installed base in both the US and Canada. Served as the national account executive and program manager for implementation and post-sales follow-on activities.

1978 – 1982 **Chief Executive Officer – Tooele Valley Health System; Tooele, UT**
Chief Executive Officer – Crook County Health System; Sundance, WY
 County-owned facilities with management authority and control of hospitals, nursing homes, physician practices and ambulance services integrated into a new coherent operating model

1976 – 1978 **Systems Analyst & Hematology Research Technician – University of Utah Medical Center**
 Department of Family & Community Medicine
 Department of Radiobiology
 Department of Pathology

PROFESSIONAL PARTICIPATION

- UnitedHealthcare Children’s Foundation, www.uhccf.org (2007-present); National Board Member
- American Heart Association (2012-2014); Mid-Atlantic Region Board Member
- University HealthSystem Consortium www.uhc.org (2004-2006; 2006-2009; 2011- present), Board Member
- Georgia Hospital Association www.gha.org (2011 - present), Board Member
- Georgia Alliance of Community Hospitals (2011 - present), Board Member
- Georgia Health Information Exchange, Inc (Governor’s appointment) (2011 - present), Board Member
- GRACHIE, Inc (Georgia Regional Academic Community Health Information Exchange), Board Chair (2011– present)
- Augusta Tomorrow, Inc. Board of Directors (2011 - present), Board Member, Executive Committee Member
- Georgia Regents Health System; Medical Center; & Medical Associates; Board of Directors
- MCG Health Inc Insurance Company, Ltd, Malpractice Captive – Cayman Islands; Board Chair (2011 - present)
- Pediatric Healthcare Improvement Coalition (2012-present), Secretary-Treasurer; Executive Committee
- American Cancer Society CEOs Against Cancer, Georgia Chapter board member (2013- present)
- Cancer Support Community, www.thewellnesscommunity.org (2006 - 2013); National Board Member
- American Heart Association Heart Walk Chair, CSRA region (2012-2013)
- American Heart Association Heart Walk Executive Leadership Team, CSRA region (2011- present)
- American Heart Association Heart Walk Executive Leadership Team, Chicago region (2007-2009)
- Healthcare Executives Network www.healthcarestrategy.com (2007 - present); Member
- American Arbitration Association (1980 – 1999; 2007–present) www.aaa.org; Arbitrator
- National Honor Society of Phi Kappa Phi <http://www.phikappaphi.org/> (2012 - present); Member
- Advisory Panel, AAMC Healthcare Reform www.aamc.org (2006–2010)
- Blue Ribbon Committee for the Reform of Cook County Bureau of Health Services (2007-2008); Co-Chair
- Business Leadership Group, WorkforceChicago; Council for Adult and Experiential Learning Affiliated Faculty
- Advisory Board Member, Landmark Education, Inc (2001-2005) www.landmarkeducation.com
- United Network for Organ Sharing, Transplant Administrators Committee, Nat’l Member, www.unos.org (2008 – 2012)

MAJOR TEACHING EXPERIENCE

Course and Workshops:

2001 – 2003: Four AAMC courses for the Executive Development Seminar for Associate Deans and Department Chairs on “Physician Compensation”, “Faculty Development” and “Mission-Based Management and Organizational Transformation”; Savannah, GA; Largo Mar, FL; Reston, VA; Lansdowne, VA

Spring, 2004: “Unraveling the Mysteries of an Academic Medical Center”; Masters of Health Administration of the Department of Health & Human Development; Pennsylvania State University; State College, PA

Fall, 2005: “The Penn State Medical Center of the Future”; Leadership Harrisburg Consortium; Hershey, PA

Spring, 2007: “View from the Top: Practical Life Lessons”; Graduate Program in Health Administration and Policy of the School of Social Science Administration; University of Chicago; Chicago, IL

October, 2007: “Creating the High Performing Academic Health Center Utilizing the Mission-Based Management Approach”; Graduate Program in Health Administration and Policy of the School of Social Science Administration Alumni-Student Reception; University of Chicago; Chicago, IL

1992 – 2003: 70+ four-day Landmark Advanced Courses® in public settings; class size 90-100 participants.

BIBLIOGRAPHY

Articles, Abstracts, and Monographs:

1. **Hefner DS**, Enders T: “Integrating Faculty and Hospital Business Operations in Academic Centers” Academic Clinical Practice, Association of American Medical Colleges; Fall, 1995
2. **Hefner DS**: “Lessons Learned in MSO Development” (Ibid; Spring, 1996)
3. Bloom H, **Hefner DS**: “How Process-Centered Management is Transforming Healthcare” Group Practice Journal cover article; September, 1998
4. Bloom H, **Hefner DS**: “Process-Centered Management Comes to Healthcare” Academic Clinical Practice Journal, February, 1999
5. **Hefner DS**, et al: “Stop the Bleed: Turning Around Hospital-Owned Physician Practices” Healthcare Advisory Board, contributing editor, January, 00
6. Malcolm C, **Hefner DS**: “The Sixteen Essentials of Project Management” Healthcare Financial Management Association Digital Perspectives; January, 02
7. **Hefner DS**, Souba WW: “Leveraging Chairs & Division Chiefs to Build a Culture that Gets Results” Academic Physicians & Surgeons; September, 03
8. Grigsby RK, **Hefner DS**, Souba WW, Kirch DK: “Recruiting and Retaining the Future-Orient Chair” Academic Medicine; September, 04
9. Simons R, **Hefner DS**: “Systems-Based Practice at Penn State: Putting Theory into Practice” ACGME Bulletin; November, 04
10. Kirch DK, Grigsby RK, **Hefner DS**, et al, “Reinventing the Academic Health Center” Academic Medicine; November, 05
11. **Hefner DS**, Hastings, K: “From the C-Suite: The Calculus of Incentive Pay” Modern Healthcare; July 28, 2008; p 32
12. **Hefner DS**, “Fall CEO Roundtable: Labor Challenges in Healthcare” Modern Healthcare; November 17, 2008; p 32
13. Grigsby RK, **Hefner DS**, Souba WW, “Becoming a Future Oriented Faculty Member” Academic Physicians and Scientist; July, 09

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14. Carbasho T, **Hefner DS**, "Positioning Academic Medical Centers for Health Reform: Extensive Restructuring at the University of Chicago Re-Engineers Processes to Address \$180-Million Revenue Loss"; Tradeline; April, 10
15. Krakower, Sacks, **Hefner DS**: "Impact of the 2008 Economic Recession on U.S. Medical Schools and Related Organizations"; May, 2010
16. **Hefner DS**: "Weather Photo of the Day"; USA Today; May 11, 2010
17. Mallon WT, **Hefner DS**, Corrice, A: C-Suite Recruiting Practices in Academic Medical Centers: How Teaching Hospitals Find Top Talent; Association of American Medical Colleges Monograph; March, 2011

Books and Book Chapters:

1. Jones RF, et al, **Hefner DS**: AAMC Mission Based Management Reference Materials, 1998
2. **Hefner DS**, Becker K: "Foundations of Leadership" Chapter; Clinical Laboratory Management 2nd Edition; September 2013

INVITED LECTURES

1. **Hefner DS**: "How to Bring a Newly Purchased Practice Into Your Existing System - Lessons Learned and a Step-by-Step Instruction". Academic Practice Assembly, MGMA; Marco Island, Florida; April, 1996.
2. **Hefner DS**: "Mission-Based Budgeting: Mindless Beancounting or the Promise of Nirvana?" Academic Practice Assembly, Medical Group Management Association; Maui, Hawaii; April, 1997.
3. **Hefner DS**: "Customer Service Focus". United States Masters Swimming Association Strategic Planning Conference; San Francisco, California, September, 1997.
4. **Hefner DS**: "Managing the Academic Enterprise: New Models for Budgeting, Allocating Resources, Assessing Productivity, and Compensating Faculty". Association of American Medical Colleges; McLean, Virginia; March, 1998
5. **Hefner DS**: "Preserving the Academic Mission through Mission-Based Management". Group on Business Affairs/Group on Institutional Planning Spring Meeting, AAMC; Hilton Head, SC; March, 1998.
6. **Hefner DS**: "Mission-Based Management: No Mission, No Margin". Academic Practice Assembly, Medical Group Management Association; New Orleans, LA; April, 1998.
7. **Hefner DS**: "Physician Organizations: Tales from the Front" The Healthcare Forum; Duck, NC; June, 1998.
8. **Hefner DS**: "Mission-Based Management Early Pioneers: A Four Year Progress Report". Academic Practice Assembly, Medical Group Management Association; Orlando, FL; April, 1999
9. **Hefner DS**: "MBM Applications to Anesthesiology". Association of Anesthesiology Administrators, Vancouver, BC; May, 1999.
10. **Hefner DS**: "Mission-Based Management Current Results from University of Florida and University of Maryland" (AAMC Group on Business Affairs, Southern & Northeastern Regions; Jekyll Island, GA; July, 99)
11. **Hefner DS**: "Process-Centered Management: Improving Service & Operational Efficiency: Revenue Cycle Redesign Applications" (Group on Faculty Practice; Miami, FL; July, 99)
12. **Hefner DS**: "Performance Improvement for Hospital-Owned Physician Practices" (Society for Healthcare Strategy and Market Development; Denver, CO; September, 99)
13. **Hefner DS**: "MBM Applications for the Department of Medicine" (Association of Professors of Medicine; Toronto, Ontario; October, 99)
14. **Hefner DS**: "Preserving and Enhancing the Academic Mission" (AAMC Executive Development Seminar; Lansdowne, MD; June, 01)
15. **Hefner DS**: "(Holistic) Thoughts About Faculty Productivity and Compensation" (Association of American Academic Health Centers; Salishan, Oregon; July, 01)
16. **Hefner DS**: "(Holistic) Thoughts About Productivity and Compensation" (American Academy of Pediatrics; Scottsdale, Arizona; April, 02)
17. **Hefner DS**: "Preserving and Enhancing the Academic Mission – The Latest Developments" (AAMC Executive Development Seminar; Lansdowne, MD; June, 02)

18. **Hefner DS**, Grigsby RG, Souba WW: "Recruiting, Retaining, and Sustaining the Future Oriented Department Chair" (AAMC Faculty Development Conference, Park City, UT; August, 02)
19. **Hefner DS**: "Preserving and Enhancing the Academic Mission" (AAMC Executive Development Seminar, Largo Mar, Florida; October, 02)
20. **Hefner DS**: "Preserving and Enhancing the Academic Mission" (AAMC Annual Meeting, San Francisco, CA; November, 02)
21. Kirch DK, **Hefner DS**: "Mission-Based Management and Organizational Transformation" (AAMC Executive Development Seminar; Washington, DC; June, 03)
22. **Hefner DS**, Rohacek J, Johnson SA: "An Executive's View of Supply Chain Optimization" (University HealthSystem Consortium; Miami, FL; March, 04)
23. Reck D, Abendroth T, Weitekamp M, **Hefner DS**: "The Non-Event Conversion for CPOE & Clinical Documentation" (Healthcare Leadership Forum; Orlando, FL; October, 05)
24. **Hefner DS**: "Partners for Quality Health: Responses to the Health Challenges of the 21st Century" (Johnson & Johnson Healthcare Executive Team Conference; New Brunswick, NJ; January, 06)
25. **Hefner DS**, Marley K: "Penn State University and Cerner: Partners for Quality" (Cerner in Cerner Conference; Kansas City, Mo; March, 05)
26. **Hefner DS**, Moskowitz J, et al: "A Quick Primer on the World's Most Expensive Healthcare System" (Tianjin Bureau of Health; Tianjin, China; October, 05)
27. **Hefner DS**, Becker K: "A Primer on the World's Most Expensive Healthcare System" (Kaiser National Facilities Services Executive Team; Oakland, CA; November, 06)
28. **Hefner DS**: "Consumerism and P4P – How to Engage Consumers to Demand Information on Quality, Cost-Effective Care: A Provider & Employer Perspective" (World Congress' 5th Annual Leadership Summit on Healthcare Quality and Pay-for-Performance; Boston, MA; August, 07)
29. **Hefner DS**: "Revenue Cycle Innovation & Consumerism: A Provider-Employer-Researcher Perspective" (World Congress 2nd Annual Leadership Summit on Revenue Cycle Innovations; Chicago, IL; September, 07)
30. **Hefner DS**: "University of Chicago Medical Center's Transparent Planning for a More Focused, Integrated Care & Teaching Program"; (Tradeline Leadership Summit Academic Medical Centers 2007; San Diego, CA; scheduled December, 07)
31. **Hefner DS**: "Focusing on the Delivery of Complex Care"; (UHC Governing Board Winter meeting; Naples, FL; January, 08)
32. **Hefner DS**, M Carey, J Cunningham, V Humphrey: "New Approaches in Supply Chain Management"; (UHC Performance Excellence Seminar; Dallas, TX; February, 08)
33. **Hefner DS**, "A Provider-Employer-Researcher's View on Healthcare Reform"; (Aon Executive Team; Chicago, IL; March, 08)
34. **Hefner DS**, "Reality Testing a New Partnership Between Consultant and Provider"; (Navigant Leadership Conference; Clearwater, FL; October, 08)
35. **Hefner DS**, "Modern Healthcare's Fall CEO Roundtable: Labor Challenges in Healthcare" with David Burda Editor; Neil McLaughlin Managing Editor; Gary Filerman, chairman of the Health Systems Administration Department at Georgetown University in Washington; Geri Jenkins, RN, co-president of the California Nurses Association/National Nurses Organizing Committee; Bruce Stickler, a healthcare labor attorney and partner with Drinker, Biddle & Reath; (Chicago, IL; October, 08)
36. **Hefner DS**, "Focusing on the Delivery of Complex Care – An Progress Update"; (UHC Governing Board Winter meeting; Key Biscayne, FL; January, 09)
37. L Sinoway, C LaCoe, **Hefner DS**, "Physician – Hospital Integration Best Practices: The Penn State Heart & Vascular Institute"; (Council of Teaching Hospitals Spring meeting; San Diego, CA; March 09) [scheduled]
38. **Hefner DS**, "An Executive's Tale of Heart Health"; (2009 Metro Chicago Executive Leadership Event; Chicago, IL; March, 09)
39. **Hefner DS**, "Economic Implications for Academic Medicine"; (AAMC Group on Business Affairs; New Orleans, LA; April, 09)

40. **Hefner DS**, “Economic Implications on IT Investments and Strategy”; (AAMC Group on Information Resources; Atlanta, GA; April, 09)
41. **Hefner DS**: “Profiles in Recalibrated Business Model-Based Plans and Operations - University of Chicago Medical Center” (TradeLine Leadership Summit Academic Medical Centers 2009; Boston, MA; October, 09)
42. **Hefner, DS**, Curell K: “Integrating and Managing in a New Era of Conflicts-of-Interest” (Health Care Research Compliance Association; Boston, MA; October, 09)
43. **Hefner, DS**: “Bending the Curve – Holding Hands in an Era of Health Reform” (Hospital & Physician Strategies – An Executive Summit; Chicago, IL; October, 09)
44. **Hefner, DS**: “Health Reform?: Point/CounterPoint” (American Society of Radiation Oncology Administrators; Chicago, IL; November, 09)
45. **Hefner, DS**: “Relocating Services in the Community: The Urban Health Initiative” (AAMC Center for Workforce Studies; Boston, MA; November, 09)
46. Hickey M, **Hefner, DS**: “Accountable Care Organizations: Avoiding the IEDs” (Healthcare Executive Network Spring Meeting; Scottsdale, AZ; February, 10)
47. **Hefner, DS**: “Transforming Healthcare: New Models, New Solutions” (Physicians Strategies Summit; Scottsdale, AZ; March, 10)
48. **Hefner, DS**: “Contemplating Clarian & Indiana University School of Medicine’s Future and Next Steps” (Clarian Health System Board of Directors; Indianapolis, IN; April, 10)
49. J Conroy, M Lyles, **DS Hefner**: “Innovation & Transformation for a Nation’s Academic Medical Center” (Chief Transformation Officer’s meeting; Washington DC; April 10)
50. **Hefner, DS**: “The Complexities in the World of AMC IT Leaders” (AAMC Group on Information Resources’ Fellows’ Workshop; La Jolla, CA; May, 10)
51. **Hefner, DS**; Hart, G: UMDNJ 2nd Annual Dean’s Retreat; Long Branch, NJ; July, 10
52. **Hefner, DS**: “Harvesting the Power and Potential of Academic Health Enterprise Alignment & Integration: Case Study Reflections on Approaches & Results” (MCG Health Systems Board of Directors Meeting; Augusta, GA; August,10)
53. **Hefner, DS**: “Harvesting the Power and Potential of Academic Health Enterprise Alignment & Integration: Case Study Reflections on Approaches & Results” (Johns Hopkins Medicine Transformation Coordinating Committee; Baltimore, MD; September, 10)
54. **Hefner, DS**: “The Impact of Healthcare Reform on Physician Compensation, Funds Flow and Operations in Departments of Surgery” (American Association of Surgical Administrator; Philadelphia, PA; September, 10)
55. **Hefner, DS**: “Healthcare Reform and ADR: Changes in the Healthcare Industry and Emerging Issues for the Future” (American Arbitration Association; Chicago, IL; October, 10)
56. **Hefner, DS**: “Do We Have What It Takes to Transform Healthcare? A (un)Balanced View of the Health Care Business Sectors” (World Congress Leadership Summit on Clinical Integration; Tyson’s Corner, VA; Dec, 10)
57. **Hefner, DS**: “A National Case Study on Implementing Accountable Care – Lessons from an Early Adopter “ (New England Society for Healthcare Strategy; Waltham, MA; Apr, 11)
58. **Hefner, DS**; Punch, J; Migliori, R; Grundy, P; “Divining the Future Intersection of Quality, Cost, Choice, and Scarce Resource Allocation” moderator (UNOS Transplant Administrators Forum; Denver, CO; April, 11)
59. **Hefner, DS**; Punch, J; Krakauer, R; Grundy, P; “Divining the Future Intersection of Quality, Cost, Choice, and Scarce Resource Allocation” panel moderator (AAMC Group on Business Affairs & Group on Institutional Planning; Philadelphia, PA; April, 11)
60. Kirch, DG; **Hefner, DS**: “A Century After Flexner – Will Johns Hopkins Lead the Next Transformation?” (Johns Hopkins Board of Governors and Clinical Practice Association; Baltimore, MA; May, 11)

61. **DS Hefner**; “Harmonics of Change and Integration” (University of Miami Quarterly Leadership Retreat; Miami, FL; October, 12)
62. **DS Hefner**, “Fall Healthcare Convergence entitled “Georgia Medicaid: Challenges and Opportunities for Providers”; Atlanta, GA; November, 12)

CONTINUING EDUCATION

1. 1999 AAA – National Class Action Settlement for Prudential Policy Holder Remediation Alternative Dispute Resolution training; Newark, NJ
2. 2008 American Arbitration Association; Arbitration Fundamentals and Best Practices; New York, NY
3. 2010 American Arbitration Association; Arbitration Awards: Safeguarding, Deciding & Writing An Award; online computer-based training
4. 2010 – Being a Leader and the Effective Exercise of Leadership - An Ontological Model; Mays Business School at Texas A&M University; College Station, Texas
5. 2011 American Arbitration Association; Arbitrating Payer & Provider Disputes
6. 2014 – The Science and Practice of Leading Yourself; Geisel School of Medicine; Dartmouth College; Augusta, Ga

PERSONAL

- United States Masters Swimming (USMS) – Top 10 nationally ranked www.usms.org
- American Arbitration Association – Panel Arbitrator

