

Curriculum Vitae

MICHAEL R. BURCHAM, DHA

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EDUCATION

Doctorate in Health Administration

College of Health Professions
The Medical University of South Carolina, Charleston, SC - 2003

Master in Business Administration

The Jack Massey Graduate School of Business
Belmont University, Nashville, TN - 1989

Bachelor of Science, Physical Therapy

The University of Mississippi Medical Center
School of Health Related Professions, Physical Therapy Division
The University of Mississippi, Jackson, MS - 1983

PROFESSIONAL EXPERIENCE

Professor for the Practice of Management

Owen Graduate School of Management, Vanderbilt University

Courses Taught:

6559 - Launching the Venture I – Mod I and III
7803 – Economics of Healthcare Delivery – Mod I
7754 - Launching the Venture EMBA – Mod I and II
7756 - Launching the Venture AMBA- Mod III and IV
6558 - Launching the Venture II – Mod III
6503 - Healthcare Innovation – Mod II
6521 - Business Models – Mod IV

Executive Partner, Chief of Strategy & Talent Development

Shore Capital Partners, 2019 - Current

Michael began working with Shore in 2011 – joining the board of Shore’s second investment. He remained in a part-time role until 2019 when he joined the firm as Executive Partner. Michael leads Shore Capital’s strategic initiatives, ensuring that each platform company has a solid plan for rapid growth and scale. He also leads Shore University, the firms talent development arm for both the internal team as well as the nearly 30,000 associates across Shore’s 45+ platforms.

Michael serves as Lead Director for 3 Shore firms – Great Lakes Dental Partners, Point C, and Southern Orthodontic Partners. He is also on the board of Shore's Therapy Partners platform.

Founder, President & CEO

Narus Health, 2015 - 2019

Founded in 2015 in Nashville, Tennessee, Narus Health provides comprehensive care management services for individuals facing complex chronic or significant medical conditions through a technology-enabled care support program. The firm partners with health insurers and self-insured employers to deliver a solution to individuals and their families through a variety of mediums: personal visits, phone, secure messaging, and video conference. Using a proprietary set of assessment and management tools, Narus Health targets the issues that are most challenging to the individual and drive unnecessary medical costs. Narus Health was sold to Lucent Health in 2019.

President & CEO

The Nashville Entrepreneur Center, 2010 – 2015

The Nashville Entrepreneur Center (EC) fosters innovation and entrepreneurship by Turning Ideas Into Reality, helping to start businesses and create jobs. As a non-profit 501(c)3 organization, the Center is funded through sponsorships, partnerships, donations and grants. Within these first few years of operations, the Center screened over 2,000 business concepts, Trained over 500 startup entrepreneurs, launched 114 companies, raising these firms nearly \$40mm in seed and early-stage capital. In addition, the Center completed the renovation of a historic property in Nashville in 2013 that now serves as its permanent home – 41 Peabody Street, Nashville, TN 37210.

The origin of the EC began in 2007 as a vision out of the Partnership 2010 initiatives of the Nashville Chamber of Commerce. A partnership of local and state government support, private interests, and the Nashville business community at-large, the Center's mission is to raise the quality of resources available to the Nashville entrepreneurial and small business communities.

President

ParadigmHealth, 2001 - 2007

Responsible for the leadership of ParadigmHealth, including the day-to-day strategic direction of sales, client services, product development, clinical services and operations of the business. The organization was an integrator of disease and care management solutions for managing medically complex and catastrophic events, including neonatal care, end-stage cancer, spinal cord injury, acquired brain injury, multiple trauma, severe burns, and rare / terminal diseases. ParadigmHealth was established as a venture- backed start-up, with its investors including GE Capital, Zurich, Conning Investments, Humana, Blue Cross Blue Shield Association, Willis-Stein & Galen Partners.

ParadigmHealth served over 50 major health plans and significant employer groups, including: WellPoint/Blue Cross of California, BCBS of South Carolina, Blue Shield of California, Centene, Ford, Great West, HealthNet, Humana, Independence Blue Cross, Ingersoll-Rand Corporation, Kaiser, PacifiCare, PepsiCo, The Principal, Tufts Healthplan, and HIP. Built the business to \$200mm in revenue. Inverness acquired the company in December 2007.

President

Theraphysics Corp, 1993 - 2001

Responsible for the founding and operations of Theraphysics, a specialty managed care organization specializing in the design and management of carve-out products. The company is best known for its two primary products: (1) the design and administration of musculoskeletal continuums, bundling the services of hospital, surgeon, consulting physicians, ambulatory services, and post-acute service providers, delivering a single, predictable cost to the payer, and (2) the first nationwide managed healthcare network of physical medicine and rehabilitation providers, including physical therapy, occupational therapy, and speech therapy in inpatient and outpatient settings.

Developed the initial concept and obtained venture capital funding for this start-up enterprise in October 1993. Launched operations in November 1993 with corporate offices headquartered in Brentwood, Tennessee and regional offices in Dallas, Denver, and Pittsburgh.

Successfully acquired 3 regional competitors to strengthen to ability of the company to launch its carve-out strategy. Contracted for over 1,500,000 lives through pre-paid/capitated agreements with leading healthplans in those markets. Acquired and opened a total of 75 outpatient rehabilitation facilities by 1998. Built the business to \$100mm in revenue. Beverly Enterprises acquired the company in June, 1998.

Vice President, Managed Care

HCA Centennial Medical Center, 1987 - 1992

Responsible for the Managed Care, Health Education & Promotion, and Occupational Medicine services for flagship facility of Hospital Corporation of America, an 814-bed, three-hospital combined facility. Responsible for negotiating contracts with HMOs, PPOs, and other Managed Care entities; coordinating information to 867-member medical staff concerning Managed Care agreements; monitoring utilization profiles of third party payers and physicians.

Developed a model for direct contracting for Centennial with Nashville businesses. Designed format of HCA's first Physician Hospital Organization (PHO). Developed a system to analyze the effectiveness of various agreements as well as a matrix model of contract pricing. Responsible for the hospital's contracting process and pricing for hospital-based physicians. Piloted HCA's Hospital Quality Trends Payer Satisfaction Survey. Developed Managed Care educational series for Centennial's medical staff. Designed Centennial's "global pricing" package for Cardiology, Transplantation, Obstetric, and Orthopedic

services. Served as consultant and educator to twelve HCA hospitals in Managed Care.

Director of Rehabilitation Services

Centennial Medical Center - West Side, Nashville, Tennessee

Director of combined Rehabilitation Services consisting of physical therapy, speech and language pathology, occupational therapy, and enterostomal therapy. Merged separate therapy departments into combined rehabilitation services division. Responsibilities included professional staff recruitment, preparation of annual capital expenditure and operating budgets, quality management, and day-to-day operations of the department. Assisted in both writing and obtaining a "certificate of need" for a hospital-based Skilled Nursing Facility. Managed inpatient acute and rehabilitation programs as well as multi-location outpatient program. Grew departmental gross revenues by 400%. Maintained a gross margin of 50%.

Promotions with HCA:

1991 - Vice President, Managed Care

1990 - Administrative Director

1989 - Director, Managed Care

1988 - Director, Rehabilitation Services

Regional Coordinator of Physical Therapy Services

National HealthCorp, L.P., 1983 - 1987

Responsible for supervision of 13 physical therapy departments and eight home health therapy programs in Tennessee and Alabama. Responsible for recruitment, interviewing, hiring, and orientation of professional therapy staff.

Provided leadership and training for 22 departmental directors. Responsible for implementing and monitoring quality assurance, capital equipment and operating budgets, medical documentation, JCAHO compliance, and reimbursement of therapy services for NHC's South-Central Region. Designed and opened NHC's first freestanding outpatient rehabilitation clinic (combined physical, occupational, and speech therapy). Served as corporate recruiter at various national therapy conferences. Served as Chairperson of NHC's physical therapy marketing committee. Member of Regional Executive Committee.

Director of Physical Therapy

National HealthCorp L.P., - Hillview, Columbia, Tennessee

Director of physical therapy department at single NHC facility. Directly responsible for all departmental functions. Increased annual departmental revenues from \$120,000 to \$1,000,000 in 24 months. Prepared annual capital expenditure and operating budgets. Served as member of facility Utilization Review Committee, Executive Committee, and Patient Care Committee for 98-bed SNF. Assumed responsibilities for coordinating inpatient, outpatient, and home health physical therapy services for three area facilities in late 1984.

Promotions with NHC:

1986 - Regional Coordinator, Physical Therapy Services

1985 - Area Manager, Physical Therapy Services

1983 - Department Director, Physical Therapy

FACULTY POSITIONS

Owen Graduate School of Management

Vanderbilt University – Nashville, TN

Served full time 2008 – Current.

Courses include:

- MGT 6559: Launching the Venture: (Entrepreneurship)
- MGT 6503: Healthcare Innovation
- MGT 6521: Business Models
- EMBA 7754: Launching the Venture (Entrepreneurship): Executive MBA
- EMGT 7756: Launching the Venture (Entrepreneurship): Americas MBA
- EMGT 7803: Economics of Health Care Delivery: MMHC

Faculty Director of Accelerator, Vanderbilt's Summer Business Institute.
Accelerator is a four-week immersion in business designed exclusively for undergraduates and recent college graduates | 2007 - 2010

Vanderbilt University – Nashville, TN

Assistant Professor of Managerial Studies – 2004 – 2007

- MGRL 194 – Survey of Entrepreneurship
- MGRL 195 – Entrepreneurial Thinking
- MGRL 196 – The Business Planning Process

Medical University of South Carolina – Charleston, SC

School of Health Administration – Doctoral Studies

Adjunct Professor of Healthcare Finance – 2003 – 2005

- HAP 801 - Healthcare Finance – Doctoral Level

Belmont University - Nashville, TN

Jack Massey Graduate School of Business

Assistant Professor – 2000 – 2002

Adjunct Assistant Professor: 1997 - 2000

- Managed Health Care (HCM 645), 1997 – 2001
- Strategic Management in Healthcare (HCM 507), 1997 – 2000
- Healthcare Systems Delivery (PHT 543), 1999 – 2001
- Entrepreneurship (MBA 650), 2000 - 2002

Washington University School of Medicine - St. Louis, MO

Adjunct Faculty – Administration & Health Care Mgmt, 1995 - 1998

- Healthcare Administration & Healthcare Financing

BOARD & ADVISORY ROLES

Point C – Chicago, IL

Lead Director & Board of Directors, 2019 – Present

Point C is a Third Party Administrator (TPA) that supports self-insured employers by processing medical claims, providing member support and administering the company's overall health benefits. Primary investor is Shore Capital (Chicago).

Realized Care – Nashville, TN

Board of Directors, 2022 – Present

Realized Care is a Virtual Reality Healthcare business focused in the area of mental health care. The firm has investments from Optum Ventures as well as Sumitomo – a Japanese Pharmaceutical Firm.

Nashville Entrepreneur Center – Nashville TN

Board of Directors, 2019 – Present; Founder & CEO: 2010 – 2015

The Nashville Entrepreneur Center serves as the “front door” to Nashville for startup entrepreneurs looking to connect with mentors and investors. The organization is a 501.C.3 serving the greater Middle TN region.

Southern Orthodontic Partners – Chicago, IL

Lead Director & Board of Directors, 2019 – Present

Southern Orthodontic Partners is a consolidator of orthodontic practices across the southeastern United States – delivering administrative, financial, operating and marketing expertise. Primary investor is Shore Capital (Chicago).

Therapy Partners – Chicago, IL

Board of Directors, 2018 – Present

Therapy Partners is a consolidator of physical therapy practices across the western United States – delivering administrative, financial, operating and marketing expertise. Primary investor is Shore Capital (Chicago).

Asset Living – Houston, TX

Board of Directors, 2016 – 2022

Asset Living is a nationwide property manager focused on campus housing, multi-family living and affordable properties. The firm has over 150,000 units across the United States. Primary investor is Trilantic (New York).

Great Lakes Dental Partners (GLDP) – Chicago, IL

Lead Director & Board of Directors, 2015 – Present

CGS is a dental consolidation beginning in the Chicago market and expanding beyond into Indiana and Michigan. Primary investor is Shore Capital (Chicago).

URSA Health – Nashville, TN

Board of Directors, 2015 – Present

Ursa Health's analytics unravel the complexity of healthcare delivery and provide actionable insights to drive improvement in care amongst providers, practices, or hospitals.

Nashville Healthcare Council – Nashville, TN

Board of Directors, 2020 – Present

The Nashville Healthcare Council is a premier association of health care industry leaders working together to inspire global collaboration to improve health care by serving as a catalyst for leadership and innovation.

Healthcare Fellows – Nashville, TN

Chair, 2021 – Present

I Chair the NHCC Fellows Institute – a organization committed to creating healthcare leaders for the next decade. The Fellows is an affiliate organization of the Nashville Healthcare Council with over 500 alumni throughout the U.S.

PROFESSIONAL HONORS

Nashville 100 Power Leaders

Nashville Business Journal: 2013, 2014, 2015, 2016, 2017, 2018, 2021, 2022.

Co-Chair, National Advisory Council on Innovation & Entrepreneurship

US Secretary of Commerce, 2014 - 2016

Tennessean of the Year

Named Tennessean of the Year for 2015

Distinguished Alumni: College of Health Professions

Medical University of South Carolina. 2015

Nashvillian of the Year

Named Nashvillian of the Year for 2014

Chair, Global Advisory Board in Entrepreneurship

King Fahd University, Dhahran, KSA, 2013 – 2016

Leadership Tennessee

Governor's Office, Tennessee – 2013

Clinton Global Initiative – CGI America

Entrepreneurship, 2012, 2013

Leadership Nashville

Nashville, TN, 2012

Champion of Change in Entrepreneurship & Mentoring

President Barak Obama | The White House, 2012

Faculty of the Year (Student Voted), Executive MBA

Owen Graduate School of Management, Vanderbilt University, 2008, 2014

Most Inspirational Faculty, Massey Graduate School of Business

Belmont University, 2000, 2001, 2002, 2003

Soldier of the Quarter - Fourth Quarter

Mississippi Army National Guard, Jackson, MS, 1982

Letter of Commendation, Finance Specialist Class 17-80

US Army Institute of Personnel & Resource Management
Ft. Benjamin Harrison, IN, 1980

Letter of Commendation, Company C, 2nd Battalion Tp Bde

US Army Institute of Personnel & Resource Management
Ft. Benjamin Harrison, IN, 1980

CONSULTING

Nashville Healthcare Council Fellows Program | Nashville TN: Lead and advise a 30-person cohort of emerging C-Suite leaders. 2021, 2022, 2023.

King Fahd University of Petroleum & Minerals | Saudi Arabia: Developing an Entrepreneurial Ecosystem | Mentoring the Entrepreneurial CEO. Dhahran, Saudi Arabia. October 2013 - December 2016.

Humana | Louisville: Consulting with Humana on the Development of Products and Team Coaching. 2014, 2020, 2021, 2022.

Healthbox | Boston: Consulting Coach on Healthcare Industry and Building Technology-Enabled Healthcare Services. 2013, 2014.

PeriGen | New York: Consulting to the CEO on Packaging Services for Healthcare Delivery Systems. October 2013.

The Harbin Clinic | Rome, GA: Advisor for the Development of Strategy, Management Team, Products, and Operational Profitability. Rome, GA, 2012, 2013, 2014.

Onlife Health | Franklin, TN: Advisor on Healthcare Strategy and Product Development. Owned by BCBS of Tennessee. Franklin, TN, 2008-2009.

Long Term Care Group | New York, NY: Advisor to the President & CEO for Care Management and Disease Support & Sell of Business to Univita. 2008.

Empi | Minneapolis, MN: Advisor to President & CEO regarding Chronic Pain and creating Disease Management Focus. Minneapolis, MN, September – December 2006.

Wellness Environments | Nashville, TN: Advisor to Board of Directors of Wellness Environments, Nashville, TN, January – July 2003.

US Health Care Trade Mission to the European Union | Brussels, Belgium: Part of a 30-person trade mission to the European Union (Brussels), Milan, and Rome to work with US Companies in Europe to study the development of integrated centers of excellence in healthcare throughout the EU. October 2002.

Re-Designing Rehabilitation Services | Kansas City, KS: The University of Kansas Medical Center, Department of Physical Therapy Education – Kansas City, KS, November 1997.

Positioning Rehabilitation Services for Managed Care | Asheville, NC: Consultant for Rehabilitation Services for St. Joseph's Medical System - Asheville, NC, August 1996.

Developing a Managed Care - Occupational Health Program | Greenville, SC: Consultant for the Greenville Hospital System in Managed Care - Greenville, SC, February 1996.

Strategic Positioning of Rehabilitation Services | Chicago, IL: Consulting to Northwestern Memorial Management Corporation regarding the purchase of outpatient rehabilitation practices across the Chicago market to complement its downtown presence - Chicago, IL, January, 1996.

Managed Care Strategies for Specialty Physician Organizations | Nashville, TN: Consultant to Premier Orthopedics on strategy for physician practice consolidation. September 1995.

Development of Global Orthopedic Fees | Dallas, TX: Consultant to the health system Columbia/HCA on bundled payment in Orthopedics - North Texas Division. August 1995.

Designing Global Product Fee Strategies in Orthopedics | Atlanta, GA: Consultant to Emory University Medical Center. June 1995.

Creating a Radiology Carve-out Product | Nashville, TN: Consultant to National Imaging Affiliates. January – July 1995.

Designing Integrated Delivery Systems | Indianapolis, IN: Consultant to the Indiana Hospital Association. June 1994.

Developing a Managed Care Strategy for the Rural Market | Chicago, IL: Consultant to the Illinois Rural Health Association, Illinois Hospital Association, March 1994.

Forming an Integrated Health System | Nashville, TN: Consultant to St. Thomas Hospital. December 1993.

Designing a Provider-based Primary Care Network | Rome, GA: Consultant to Hospital Corporation of America, HCA Redmond Regional Hospital, September 1993.

Development of a State-Wide Managed Healthcare Network | Little Rock, AR: Consultant to Arkansas Blue Cross Blue Shield to help build out a state-wide PPO, Little Rock, Arkansas, June 1992 – June 1993.

Creating a Hospital-Based Managed Care Network | Souix Falls, SD: Consultant to Presentation Health Systems on building a hospital-based PPO network with a physician IPA, March 1993.

Strategies for Positioning Hospitals for Managed Care | Nashville, TN: Consultant to HealthTrust on how to position to contract with health insurers. October 1992.

Carve-out Contracting in Transplantation | Atlanta, GA: Consultant to Georgia Pacific Corporation on building a Transplant “Centers of Excellence” Network, June 1992.

Contracting with Specialty Provider Groups | St. Louis, MO: Consultant to Emerson Electric & the St. Louis Business Coalition on how to contract with hospitals and medical groups, April 1992.

Development of Provider-Based Managed Care Networks | Richmond, VA: Consultant to HCA Richmond Hospitals on building a provider-based managed care network: Henrico Doctors Hospital, Chippingham Hospital, Johnston & Willis Hospital, August 1991.

Development of Business Health Services within a Hospital | Atlanta, GA: Consultant to West Paces Ferry Hospital on building strategic relationships with large self-funded companies, August 1991.

PRESENTATIONS, PUBLICATIONS & RESEARCH

Presentation: Building Opportunity for Innovation Inside Your Organization. America's Health Insurance Plans (AHIP). 2018, 2019, 2020, 2021, 2022, 2023

Presentation: Leading Change in Today's Healthcare Marketplace. Tennessee Hospital Association. 2022, 2023

Presentation: What Investors What – Partnering with Private Equity. SIIA Corporate Growth Forum. 2023

Presentation: Employer-Based Healthcare: Gateway to Value-Based Care. J.P. Morgan Healthcare Summit. 2022, 2023

Presentation: EO Catalyst: Tools to Scale a Founder-Led Business. Entrepreneurs' Organization. 2010 - 2023

Presentation: Innovation in Healthcare: Transformational Leadership Through Change. The New Jersey Hospital Association. April 2017

Presentation: Innovation in Care Management. Cypress University - Cypress Benefit Annual Client Meeting. Las Vegas, NV. April 2017

Presentation: Fostering an Innovator's Mindset. America's Health Insurance Plan's Executive Leadership Program Association. Washington DC. March 2017.

Presentation: Trends in Post-Acute Care. CompliaCare 2017 - Complia Health Annual Meeting. Ft. Meyers, FL. February 2017.

Presentation: Executive Briefing - Leadership in Healthcare. The Nashville Healthcare Council. Nashville, TN. January 2017.

Presentation: Building an Entrepreneurial Ecosystem. Chancellor's Innovation Summit. The University of Mississippi, Oxford, MS. October 2016.

Presentation: Changing the Consumer Experience Through Innovation. Asset Plus Annual Meeting. Houston, TX. September 2016.

Presentation: The Leadership Journey. The Phoenix Club of Nashville. Nashville, TN. September 2016.

Presentation: The Power of Disruptive Innovation in Healthcare. Emids' Annual Meeting. Nashville, TN. May 2016.

Presentation: Healthcare 2.0: The Power of the Consumer. Blue Cross Blue Shield of AZ - Annual Broker Summit. Scottsdale, AZ. April 2016.

Presentation: Strengths Based Leadership for Scaling a Business. Asset Plus Corporation Annual Meeting. Nashville, TN. October 2015.

Presentation: Helping Young Companies Learn to Scale. Entrepreneurs Organizations (EO) Nerve Conference. Nashville, TN. September 2015.

Presentation: Innovation – Creating and Building Opportunity within PNC Bank. PNC Bank Leadership Team. Louisville, KY. August 2015.

Presentation: Harnessing Innovation in a Changing Supply Chain. PPAI Annual Conference. Nashville, TN. August 2015.

Presentation: Advancing Cultural Innovation. Pioneer News Group's Annual Meeting. Lake Tahoe, CA. June 2015.

Presentation: Cultivating an Entrepreneurial Mindset within a Global Corporation. Schneider Electric, Nashville, TN. June 2015.

Presentation: Creating a Multi-Million-Dollar Business – The Journey. Braintrust. February 2021.

Presentation: Leading in Times of Disruption and Change. Vanderbilt University Medical Center Strategic Leadership Team. Nashville, TN. May 2015.

Presentation: Disruption – Healthcare's New Business Model. Dentsply Annual Customer Meeting. San Francisco, CA. May 2015.

Presentation: Creating the Next New Thing – Using Creativity, Relationships and Skills to Innovate. PNC Bank Leadership Meeting. Louisville, KY. March 2015.

Presentation: Healthcare's New Business Model...Disruption. Emdeon Client and Partner Conference. Nashville, TN. March 2015.

Presentation: Building Innovation & Entrepreneurship within a Community. King Fahd University of Petroleum & Minerals – Entrepreneurship Forum 2014. Dhahran, Saudi Arabia. October 2014.

Presentation: Scaling a Business | You're Not a Startup Anymore. FedEx Ground HQ Meeting with Vendor Partners. Pittsburgh, PA. October 2014.

Presentation: How Cities Develop an Entrepreneurial Community. Innovate Loveland. Loveland, CO. September 2014.

Presentation: The Future of Healthcare – Creating Consumer Centric Products. HIMSS Summit of the South. Nashville, TN. September 2014.

Presentation: Building an Entrepreneurial Ecosystem in Emerging Markets. Aljeel Conference. London, England, June 2014.

Presentation: Building a "Front Door" for Entrepreneurship. INC Magazine GrowCo Conference. Nashville, TN. May 2014.

Presentation: Developing an Entrepreneurial Mindset for Problem Solving. Nashville Healthcare Council Fellows. Nashville, TN. March 2014.

Presentation: The 5M's that Drive Entrepreneurial Growth. Sarasota Chamber of Commerce Annual Meeting. Sarasota, FL. February 2014.

Presentation: Building an Environment for Entrepreneurship. Delta Regional Authority Conference. New Orleans, LA. January 2014.

Presentation: The Role of Startups in Healthcare Innovation. Deloitte - Bass Berry Healthcare Investors Conference. Nashville, TN. November 2013.

Presentation: Creating a University-Based Entrepreneurial Program. King Fahd University of Petroleum & Minerals – Entrepreneurship Forum 2013. Dhahran, Saudi Arabia. October 2013.

Presentation: An Innovator's Mindset in the Workplace. Workforce Innovation Summit. Nashville, TN. September 2013.

Presentation: Leading and Transforming a Healthcare Organization, 2013 – 2018. The Harbin Clinic Leadership Team. Rome, GA. August 2013.

Presentation: Building an Entrepreneurial Ecosystem. South Dakota Governor's Conference. Sioux Falls, SD. April 2013.

Presentation: Emerging Markets in Technology-Enabled Healthcare. Bass Berry | Deloitte Healthcare Summit. Nashville, TN. November 2012.

Presentation: Thinking Like a CEO. NISSAN North America Headquarters - Leadership Team, Nashville, TN. August 2012.

Presentation: Building an Entrepreneurial Ecosystem. National Governor's Conference. Omaha, NE. May 2012.

Presentation: Mentoring the Entrepreneurial CEO. Startup America Partnership. Miami, FL. April 2012.

Presentation: Creating an Environment for Entrepreneurship. White House Business Council. Washington, DC. February 2012.

Presentation: Technology-Enabled Healthcare: The Future of Healthcare Services. Nashville Healthcare Council Joint Meeting with Washington Hospital Association. Seattle, WA. November 2011.

Presentation: Creating an Entrepreneurial Culture. The Governor's Conference on Innovation & Entrepreneurship. Nashville, TN. September 2011.

Presentation: Convergence of Technology and Disease Management Services. UBS Global Healthcare Conference. New York, NY. February 2007.

Presentation: Disease Management Trends. Empi National Leadership Meeting. Minneapolis, MN. November 2006.

Publication: Health Care Entrepreneurship in the Nashville Region: Societal Linkages, Change Dynamics, and Entrepreneurial Responses (Burcham, Carr, Topping, Woodard). Journal of Applied Management and Entrepreneurship. 2004.

Publication: The Effectiveness of Systematic Care Management (SCM) on Neonatal Intensive Care Unit Length of Stay. Dissertation - Publication. The Medical University of South Carolina, Charleston, SC. May 2003.

Presentation: Approaches for Neonatal Care Management. Texas Health Plan Association. Austin, TX. December 2003.

Presentation: Managing Catastrophic Disease. Managed Care Reinsurance Association, National Conference. Miami, FL. March 2003.

Presentation: Entrepreneurship in Healthcare. Midwest Medical Claims Conference, General Session. Chicago, IL. May 2002.

Presentation: The State of Healthcare Today and Tomorrow. Texas Hospital Association Managed Care Symposium. Austin, TX. March 2000.

Presentation: New Ventures in Physical Therapy Practice. American Physical Therapy Association. New Orleans, LA, February 2000.

Presentation: Healthcare Strategy, 2000 & Beyond. Texas Hospital Association. Dallas, TX. November 1999.

Presentation: Trends and Opportunities in the Orthopaedic and Spine Surgery Marketplace. Medical Data International Conference. Costa Mesa, CA. February 1999.

Presentation: Managed Care, Medicare Risk, PSOs, and Capitation. National Congress on PPS for Rehab and SNFs. Orlando, FL. November 1998.

Presentation: From Benchmarking to Case Pricing. Medical Group Management Association. Denver, CO. October 1998.

Presentation: Emerging Opportunities in Disease Management. GE Equity's Annual Healthcare Conference. Newport, RI. September 1998.

Presentation: Innovations That Apply Disease Management Models to Workers' Compensation. AIC Healthcare Conferences – Applying Disease Management in Workers' Compensation. Washington, DC. June 1998.

Presentation: Performance-Based Compensation. AIC Healthcare Conference. San Francisco, CA. October 1997.

Presentation: Future Trends in Rehabilitation Services: 2000 and Beyond. The American Physical Therapy Association. Chicago, IL. August 1997.

Presentation: Trends in Managed Care. Tennessee Healthcare Financial Management Association. Nashville, TN. May 1997.

Publication: Single-Specialty Networks & Carve-Outs. Managed Care Quarterly. Aspen Publishers, Spring, 1997, Vol. 5, No. 2. pp. 34-43.

Presentation: From Traditional to Product Line Management. Emory University School of Medicine. Atlanta, GA. April 1997.

Publication: Market Assessment and Strategic Planning. The Resource. Section on Administration, APTA, Volume 27, No. 1, March 1997.

Presentation: Strategies for Single-Specialty Organizations. Middle TN Healthcare Executives. Nashville, TN. March 1997.

Presentation: Avoiding the Pitfalls of Capitation Contracts. CAPCON '97: Congress on Healthcare Contracting. Palm Beach, FL. March 1997.

Presentation: The One-Day MBA: The Business of Healthcare. Combined Sections Meeting, APTA. Dallas, TX. February 1997.

Presentation: Preparing for the Impact of Managed Care. Mississippi Occupational Therapy Association. Biloxi, MS. November 1996.

Presentation: Realities of Managed Care. Texas Physical Therapy Association. Houston, TX. October 1996.

Presentation: The Challenges of a Managed Care Environment. Illinois Physical Therapy Association. Chicago, IL. October 1996.

Presentation: Creating a Single Specialty Carve-Out Company. Meharry Medical College. Nashville, TN. July 1996.

Presentation: Trends Impacting Facility Design. Gresham-Smith and Partners. Nashville, TN. March 1996.

Presentation: Strategic Planning for Managed Care. AM-CARE Health, Inc. Austintown, OH. February 1996.

Presentation: Thriving in the Current Healthcare Environment. The American Physical Therapy Association. Atlanta, GA. February 1996.

Presentation: Forming Strategic Alliances. Mississippi Physical Therapy Association. Biloxi, MS. January 1996.

Publication: Strategies for Success in a Changing Healthcare Environment. PT Moments, MPTA, Vol. 39, Issue 1, December 1995.

Presentation: Innovations in Managed Care. The University of Mississippi Medical Center. Jackson, MS. September 1995.

Article: Small Venture-Capital Firms Fill Void Left by Big Ones. The Wall Street Journal. July 13, 1995.

Publication: Strategies for Managed Care. The Resource. Section on Administration, APTA. June 1995.

Presentation: Changing the Educational Paradigm toward Managed Care. Washington University School of Medicine St. Louis, MO. April 1995.

Presentation: Emerging Trends in the Delivery of Care. American Physical Therapy Association. Reno, NV. February 1995.

Publication: Carving Out Physical Medicine & Rehabilitation. Rehab Management. Volume 8, No. 1, December/January 1995.

Presentation: Contracting Issues in Managed Care. American Physical Therapy Association. Nashville, TN. December 1994.

Presentation: Managed Care - Survive and Thrive. Texas Physical Therapy Association. Dallas, TX. November 1994.

Publication: The Value of Customer Satisfaction Data. Journal of Health Care Marketing. Volume 14, No. 3, October 1994.

Presentation: Managed Care & Workers Compensation. APTA Government Affairs Forum, Nashville, TN. October 1994.

Publication: Surviving Utilization Review. Rehab Management, Volume 7, Number 5, August/September 1994.

Presentation: Managed Care - The Age of Change. Dogwood Institute. McLean, VA. September 1994.

Presentation: Preparing for Managed Care Contracting. Baylor University Medical Center. Dallas, TX. September 1994.

Presentation: Strategic Planning for Managed Care. Continental Medical Systems. Nashville, TN. September 1994.

Presentation: Achieving Quality Through Effective Practice. APTA National Conference. Toronto, Canada. June 1994.

Presentation: Designing an Integrated Healthcare Delivery System. Inforum - Medstat Group. Nashville, TN. May 1994.

Presentation: Managed Care Strategies for Practitioners. New Jersey APTA Conference, Great Georgia, NJ. March 1994.

Presentation: Building a Managed Care Network. Illinois Rural Health Association. Chicago, IL. March 1994.

Presentation: Managed Care & Rehabilitation. American Physical Therapy Association. New Orleans, LA. February 1994.

Presentation: Tracking the Trends. 1993 PPS Annual Conference and Exposition. Palm Springs, CA. November 1993.

Publication: Managing Care in Worker's Comp. Rehab Management, Volume 6, Number 6, October/November 1993.

Presentation: Understanding the Basics of Managed Care. Society for Healthcare Planning & Marketing, AHA. Phoenix, AZ. October 1993.

Presentation: Building an Integrated Delivery System. Oregon Hospital Association. Eugene OR. October 1993.

Presentation: Managed Care Strategies. Washington State Chapter of the APTA, Fall Conference. Seattle, WA. September 1993.

Publication: Managed Care: Redefining Physical Therapy. Ultrasounds, Volume 5, September/October 1993.

Presentation: Managed Care Issues for Rural Hospitals. 16th Annual Conference for Small Rural Hospitals. Orlando, FL. August 1993.

Presentation: Building a Comprehensive Managed Care Network. Hospital Association of Pennsylvania. Hershey, PA. June 1993.

Presentation: The Blueprint for Building a Health Plan - the Hospital's Perspective. Indiana Hospital Association. Indianapolis, IN. June 1993.

Presentation: The Family Practitioner: The Center of Managed Care. University of Arkansas Medical Center. Little Rock, AR. May 1993.

Presentation: Rural Hospitals in Transition. American Hospital Association, Section on Small and Rural Hospitals. Chicago, IL. April 1993.

Presentation: Re-Tooling the Rehabilitation Hospital. Rancho Los Amigos Medical Center. Downey, CA. April 1993.

Presentation: Making Managed Care work as a Business Strategy. Private Practice Section Annual Meeting, APTA. Washington, DC. March 1993.

Presentation: The Managed Care Continuum. Annual Conference: American Society on Aging. Chicago, IL. March 1993.

Presentation: Developing a Managed Care Strategy. 13th Annual Symposium on Health Care Marketing, AMA, Orlando, FL March 1993.

Presentation: Managed Care: Its Impact on Rehabilitation Services. Glendale Adventist Medical System. Glendale, CA. February 1993.

Presentation: Specialty Direct Contracting: Strategies for Success. LBA Consulting Provider Conference. Keystone, CO. February 1993.

Presentation: The Fundamentals of Managed Care. The Third National Managed Care Forum, AHA. Lake Buena Vista, FL. February 1993.

Presentation: Considerations for Health Benefit Plan Design. HCA Reston Hospital Center. Reston, VA. October 1992.

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