

NEWS RELEASE

Chartis Announces New Leadership Promotions in January 2023

The firm announces eight new promotions to its leadership team.

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<https://www.chartis.com/about/news/chartis-announces-new-leadership-promotions-january-2023>

Chartis, a comprehensive healthcare advisory firm, is pleased to announce eight promotions to the firm's leadership team, effective immediately.

"Our new leaders possess deep industry experience and a demonstrated ability to drive transformational results for our clients," said Ken Graboys, Chartis Co-Founder and Chief Executive Officer. "Their bold thinking and material client impact have made them leaders in the field, and I look forward to their expanded leadership in the firm as well."

Director Promotions:

Michael Shenk has been promoted to Director in the Strategy practice. Shenk's experience spans over 15 years of healthcare strategic planning, management, and economic analysis, working internally and in consulting roles with academic medical centers, children's hospitals, fully integrated health systems, and national faith-based health systems. He has led client engagements in both strategic and operational initiatives, including academic alignment and funds flow initiatives, enterprise-wide strategic planning, partnership strategy development and evaluation, service line development, and inpatient throughput.

Michael Tsia has been promoted to Director in the Strategy practice. Tsia serves as a strategic advisor to leading academic health centers, children's hospitals, and integrated health systems. He is a recognized expert in the areas of enterprise strategic planning and physician and organizational alignment, including funds flow design and provider workforce planning. Recently, Tsia developed a clinical enterprise strategic plan for a leading academic health system, working with system and physician leaders to craft a five-year strategic vision and prioritize strategies to grow clinical programs, radically reimagine the ambulatory network, launch additional value-based care initiatives, and align the physician enterprise. He also implemented a next-generation funds flow model at a major academic health center on the East Coast.

Principal Promotions:

Jeff Heidbreder has been promoted to Principal in the Informatics and Technology practice. Heidbreder is a results-oriented leader with 25 years of complex project management experience, including 10 years in healthcare focused on translating high-level strategies into effective programs that align people, processes, and technologies. He leads large, complex technology platform transitions, digital transformations, information technology (IT) integration for mergers and acquisitions, and enterprise-wide process improvement initiatives. Most recently, he led multiple teams in a complete technology platform electronic health record (EHR) implementation for a large integrated delivery network and served as the project management office lead for its acquisition of another health system.

Claudia Miller has been promoted to Principal in the Informatics and Technology practice. Miller has over 25 years of experience strategically enhancing healthcare information technology in both health system and physician practice environments. With significant change leadership expertise in diverse IT areas, she focuses on Cures Act information blocking regulatory requirement readiness, provider relationship management, population health management, and EHR implementation. She recently led a provider care partner data exchange initiative and served as program manager for an ambulatory and revenue cycle EHR implementation, including leading governance, change leadership, user engagement, and satisfaction.

Nicole Orange has been promoted to Principal in the Revenue Cycle practice. Orange has over 15 years of revenue cycle strategy and operations experience serving large hospitals, academic medical centers, integrated delivery systems, payers, and physician practices. Her expertise includes revenue cycle process improvement and optimization, change management, merger and acquisition support, organizational design, project management, and strategic planning. She recently led a revenue cycle transformation engagement for a \$18b health system, a financial turnaround for a community health system, and a financial clearance implementation for a large integrated delivery system.

Ian Petty has been promoted to Partner at Jarrard, a division of Chartis focused on strategic communications and change management. Petty brings more than a decade of experience as a strategist, graphic/web designer, and creative director, and he leads creative teams in developing concepts and strategies across digital and traditional media. His combined strategic strengths and creative know-how effectively translate complex concepts into high-impact communication tools that are required during periods of change, challenge, and opportunity. Previous experience in providing graphic design services and developing healthcare-related websites includes award-winning work for Proud Lion, a company he founded and led.

Steve Wood has been promoted to Principal in the Revenue Cycle practice. Wood has advised nationally recognized academic medical centers, large acute healthcare systems, and dedicated cancer centers for nearly 15 years. He leads engagements in the areas of financial transformation, including revenue cycle performance improvement, patient access enhancements, and intelligent automation implementation. He recently led a financial transformation engagement for a large, multi-state hospital system, designed to reduce overall denials, enhance charge capture, and limit patient liability bad debt for a nationally recognized academic medical center.

Amy Woodrum has been promoted to Principal in the Strategy practice. Woodrum has nearly a decade of experience advising academic health systems, community hospitals, integrated delivery networks, and children's hospitals on service line planning, ambulatory network development, enterprise strategy, and physician alignment. She recently advised a nationally ranked academic health system on enterprise strategic planning, conducted service line planning for a nationally recognized children's hospital, and facilitated partnership development between leading academic and community health systems.