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 Chartis Partner

Paul Murphree, D.O., Sc.D., is a Partner in Clinical Transformation. He is a distinguished physician executive renowned for his strategic leadership, notably enhancing medical outcomes and operational excellence across various health systems and health plans.



Raúl Zambrano,
 MS, MD, FACP, FACHE, MRO
 Senior Consultant

Dr. Raúl Zambrano is a Senior Consultant with Greeley. He brings more than 20 years of consulting and healthcare experience to the firm, particularly in the areas of credentialing, medical staff relations, hospital operations, quality improvement, coaching, and telehealth.

Greeley has confirmed that none of the faculty/presenters or contributors has any relevant financial relationships to disclose related to the content of this educational activity.

COURSE DESCRIPTION

How To Succeed In the Toughest Job In Healthcare. If you are a CMO or VPMA or are considering this role, join us for The CMO/VPMA Retreat: designed to provide you with management skills and knowledge, realistic perspectives on the role of CMO/VPMA, and the peer-to-peer networking that are all necessary for you to excel in resolving the challenges that arise from having one foot in the hospital management world and one foot in the clinical world.

PROGRAM GOAL

Facilitate peer-to-peer learning and provide new and experienced CMOs/VPMA with essential knowledge and advanced management skills that enable them to fulfill the most challenging medical staff leadership-related responsibilities.

LEARNING OBJECTIVES

Upon completion of this program, participants should be able to:

- Identify current challenges that must be effectively addressed to achieve success as a CMO/VPMA
- Identify strategies for exercising power and influence in the absence of authority
- Describe practical approaches to addressing performance and conduct issues with employed physicians
- Identify strategies for dealing with challenges in which the CMO/VPMA does not see eye-to-eye with the CEO
- Identify approaches to proactively manage disagreements regarding significant executive team decisions
- Explain the roles of the CMO/VPMA in addressing physician-hospital conflicts
- Describe strategies for rebuilding trust between physicians and the hospital once it is broken
- Explain the rewards and risks of the CMO/VPMA position
- Describe multiple career development paths for physician executives today
- Identify key indicators that your job as CMO/VPMA is at risk

AGENDA

CMO/VPMA Retreat | 1 Day National Agenda
 Lake Buena Vista, FL | December 3, 2025

DAY 1 - DECEMBER 3, 2025

9:00 – 10:30 AM Introductions

10:30 – 10:45 AM Break

10:45 – 12:00 PM **The Unique Challenges of the CMO/VPMA Role**
 Case Study: The CMO Role and Physician Employment

12:00 – 1:00 PM Lunch

The Unique Challenges of the CMO/VPMA Role
 Case Study: Rebuilding Trust Once It's Broken

12:30 – 4:00 PM **The Unique Challenges of the CMO/VPMA Role**
 Challenges and Opportunities In the Career Path for CMOs/VPMA: What Will Be Your Action Plan for Enhancing Your Effectiveness As a CMO/VPMA When You Get Home?