Greeley
A CHARTIS COMPANY

Advanced Leadership:
The Skills Medical School Didn't Teach You
3 Day National Agenda

Andrew Resnick, MD
Senior Partner and Chief Medical & Quality Officer

Andrew Resnick, MD, is Chief Medical and Quality Officer and is a Senior Partner in Clinical Transformation, where he leads the High Reliability Care practice. He is a nationally recognized expert in quality, patient safety, and high reliability.

Mark Wenneker, MD
Chartis Partner

Mark B. Wenneker, MD, MPH, is a Principal with Chartis and leads the firm's Behavioral Health Segment. Mark has over 25 years of experience in healthcare as a practicing primary care physician, healthcare executive, and consultant.

Rodrigo Martinez, MD
Chartis Associate Partner

Rodrigo is a healthcare informatics-certified physician executive with more than 15 years of consulting and healthcare leadership experience. He specializes in digital health, clinical operations, and integrating technology into effective clinical workflows.

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

This comprehensive program is designed for medical leaders who are ready to elevate their impact in today's complex healthcare environment. This course builds on the content from key Greeley courses including Medical Executive Committee Institute and Physician Leadership Institute course. The program aims to strengthen decision-making, increase collaboration across multidisciplinary teams, foster integration and system-ness, and leverage innovation to improve performance, patient safety, and organizational outcomes. Participants will engage in an interactive, case-based learning session designed to equip them with practical strategies and tools for leading change, enhancing performance, and achieving transformation at the system level.

PROGRAM GOAL

To equip provider leaders and healthcare executives with advanced leadership competencies, strategic insights, and practical tools to **navigate organizational complexity, drive system-level integration, and lead transformative change** in today's evolving healthcare environment.

LEARNING OBJECTIVES

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

- Understand how to analyze and apply strategic planning principles to elevate a health system or hospital
- Describe how to evaluate and implement key strategies for transitioning from a hospital-centric model to an integrated healthcare system
- Understand how to adapt physician leadership practice to meet evolving organizational and clinical challenges
- Understand how to navigate the evolving role of Advanced Practice Professionals (APPs) within medical staff structures
- Explain how to differentiate physician-hospital and health system arrangements and apply strategies for accountability and performance management
- Identify how to leverage digital transformation and AI tools to enhance physician leadership and drive organizational change
- Understand how to lead and manage change effectively in complex healthcare environments, leverage frameworks, tools and techniques

AGENDA

Advanced Leadership | 3 Day National Agenda
San Diego, CA | January 28-30, 2027

DAY 1 - JANUARY 28, 2027	
7:00 – 8:00 AM	Breakfast
8:00 - 9:00 AM	Agenda, Introductions and Case Study
9:00 – 10:00 AM	The Strategic Importance of HRO Alignment in Leadership

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10:00 - 10:15 AM	**Break**
10:15 – 11:00 AM	**Strategic Planning: Elevating your health system/ hospital to the next level** Strategic planning essentials, including budgeting and capital prioritization - Medical leadership's role in strategy, finance, and staff development - Market definition and operating financial models - Case study: effective service line planning
11:00 – 12:00 PM	**Becoming a True Healthcare "System:" What Medical Leaders Need to Know** Governance roles across the board and medical staff in a health system - Unified medical staff structures, bylaws, peer review, and credentialing - Centralized vs. local models for credentialing, enrollment, and quality oversight - System integration considerations, including Mergers & Acquisitions
12:00 – 12:15 PM	**Questions/Discussion**

DAY 2 - JANUARY 29, 2027	
7:00 – 8:00 AM	**Breakfast**
8:00 - 9:15 AM	**The Advanced Practice Professional: Their Evolving Role** APP trends, regulatory landscape, and workforce growth - Strategies for success and effective APP–physician teamwork - APP practice models aligned with organizational culture -Governance, structure, and integration into credentialing, privileging, peer review, and MEC
9:15 - 10:15 AM	**Evolving Physician Leadership to Tackle Today's Challenges** Evolution of physician leadership and changing expectations, including integration with operational leadership -Wearing Two Hats: Primary Accountability vs. Support/Collaboration - Job Descriptions and Performance Management Expectations - Case study: adding a new service line—implications and approach
10:15 – 10:30 AM	**Break**
10:30 – 12:00 PM	**Managing Physician Performance in a Hybrid World** Understand various types Physician–hospital alignment models and accountability (employed, contracted, independent) - Performance management tools, including peer review and administrative roles - Legal, governance, and communication considerations across alignment models - Managing physician behavior using policy-based tactics - Case studies: employed, contracted, and independent physician scenarios
12:00 – 12:15 PM	**Questions/Discussion**

DAY 3 - JANUARY 30, 2027	
7:00 – 8:00 AM	**Breakfast**
8:00 – 9:45 AM	**Digital Transformation/AI as tool to support physician leadership and the change process** Performance Management: Digital Peer Review driving change with Data - Leveraging Epic reporting to support provider performance, finance, and CMI - Technology-enabled safety nets to reduce gaps and delays in care - AI fundamentals, healthcare use cases, and leader effectiveness - AI governance, adoption strategies, and legal/ regulatory considerations
9:45 – 10:00 AM	**Break**
10:00 – 11:30 AM	**Change Management: Leading change in a complex environment** Key issues in driving change across a system - aligning multiple hospitals - Managing in a matrix organization - how to influence without authority - Communication Strategy for Change - Project Lifecycle and Tactical Change Leadership – a five-phase process
11:30 – 12:00 PM	**Questions/Discussion**

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