SPEAKER BIOS – September 23, 2021

**Rich Clough** has extensive experience delivering results for integrated health systems and their physician enterprise. In addition to extensive project experience, Rich has held interim senior leadership roles for mid- to large-size ambulatory and physician organizations. Clients value his proven record of identifying cost savings and enhancing margin management. Having worked with more than 45 hospitals and health systems, Rich has a broad perspective on hospital operations, finance, and strategy. He understands that every client’s challenge is distinct and unique, and he is highly motivated to uncover solutions through his work.

With ECG, Rich is a leader in our Performance Transformation practice and has worked in the ambulatory space to uncover and capture performance improvement opportunities that yield operational, financial, and strategic improvement. His most recent results through interim management and project efforts include:

• Leading an Enterprise Ambulatory Transformation: Improved access to physician practices that increased patient visits by over 5% annually while reducing the no-show rate by 3% and increasing the percentage of new patient appointments booked in 14 days by 5%. This effort was achieved through the approval and implementation of standardized operating procedures, identification and re-alignment of staff roles and responsibilities, and execution of a strategic plan for IT (including telehealth and consumer facing strategies).

• Enhancing Bottom-Line Performance: Through his service in an interim management role with an enterprise of 200 providers, Rich helped realize an additional $1.2 million in net income through $3.6 million in revenue increases that was above and beyond budgeted performance. This effort was driven largely through efforts with the cardiology service line of this physician enterprise and a 14% increase in new patient visits. Schedule templates were optimized, compensation incentives were redesigned, and revenue cycle efforts were optimized to help achieve this effort.

• Identifying Performance Improvement Efforts: Recently completed an assessment of 80 employed providers to uncover $1.5+ million in financial opportunity through operational improvements including productivity and compensation alignment and contracted clinical services reduction.

Rich has also spoken nationally on physician enterprise transformation at several conferences organized by The Healthcare Roundtable and is involved with MGMA and HFMA. He has a master of business administration degree from the University of North Carolina Kenan-Flagler School of Business. He has a bachelor of arts degree in economics and business from Gettysburg College.

**Susan Corneliuson** is an accomplished, successful healthcare business leader and advisory consultant with more than 20 years of physician enterprise experience who understands how to manage and motivate teams to achieve bottom-line results. As a skilled facilitator, Susan works closely with clinicians, leaders, and stakeholders to evaluate and adapt evolving models of care to address the rapidly changing healthcare and payment landscapes. Susan’s passion for innovation and cutting-edge trends has allowed her to design and execute pioneering strategies that drive medical groups, IPAs, and MSOs.

Before ECG, Susan provided advisory and activation consulting services for Premier Inc., GE Healthcare, and the Camden Group. In these roles, she led teams that developed and implemented coordinated and connected care initiatives, patient engagement, and primary care redesign strategies designed to create personalized and convenient healthcare. She identified over $12 million in revenue enhancement and expense reduction opportunities for a 400‑provider faculty practice plan associated with a renowned AMC and provided strategic guidance to one of the largest health insurance payers in the US on the development of a Medicare Advantage strategy to maximize its current and future delivery assets. Additionally, Susan has an extensive background in physician practice performance improvement and redesign, is certified in Lean Six Sigma management techniques, and is a certified change agent.

**Malita Scott** has extensive experience in oncology operations performance improvement, business planning, clinical research administration, and group practice administration. Additionally, she has experience working with disparate and underserved communities.

She has more than 15 years of healthcare experience and possesses extensive knowledge of oncology service line development and operations improvement. Malita has served as a project manager for engagements related to the development of multidisciplinary cancer programs, as well as assisted with the design and development of oncology services in both community and academic settings.

Malita has assisted hospitals and medical groups with evaluating and implementing the 340B Drug Pricing Program and determining optimal alignment structures in oncology specialties. She has also worked with pharmaceutical organizations to determine the operational and financial effects of cancer-related drug products on treatment processes, led numerous operational improvement initiatives, and evaluated clinical research programs for adherence to regulatory and financial guidelines.

She is a member of the American College of Healthcare Executives, the National Capital Healthcare Executives, and the National Association of Health Services Executives. She holds a master of health services administration degree and graduate certificate of health policy from the George Washington University School of Public Health and Health Services and a bachelor of science degree in neurobiology and physiology from the University of Maryland.