

Elizabeth Anne Popwell, FACHE, PMP

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24+ years of success inspiring teams and producing strategic results through innovative thought leadership.

Nationally recognized thought leader and healthcare executive with measurable growth, population health, and affordability results. Strong relationship builder with expertise in operations management and strategy. Core strengths include:

- Innovation
- Strategic Planning & Execution
- Business Development & Growth
- Operational Acumen
- Health System Optimization
- Physician Relations/ Stakeholder Management
- Complex Problem Solver
- Thought Leader & Strategist

EXPERIENCE

FEBRUARY 2019 – PRESENT

CHIEF STRATEGY OFFICER, ASCENSION MICHIGAN

- Lead the collaborative design and development of the Integrated Strategic, Financial and Operational Plan (ISOFP) in partnership with the market executive team.
- Ensure actionable execution plans and new procedures to ensure accountability in conjunction with Ascension's national Strategic Direction.
- Work collaboratively to develop relationships including strategic growth, hospital/ health system affiliations, and partnerships in the state of Michigan.
- Ensure appropriate strategic rational and business case alignment with capital committee projects.
- Re-organized the physician relationship management and business development functions for the Ministry Market focusing on accretive growth and Clinically Integrated Systems of Care opportunities.
- Collaborate with state wide leadership and physicians to promote strategic alignment and transparency for the achievement of strategic goals.
- Work in partnership with Service Line leaders to develop accretive service line growth initiatives as well as focus on the Triple Aim inclusive of new action planning reports.
- Review and approve strategic rationale for new projects as well as business case development, planning and analytics for Ministry Market.
- Attend community events to build community trust, advocate for Ascension's mission, and support for philanthropic efforts.
- Provide strategic thought leadership for Michigan Market as well as serve on national CSO teams providing thought leadership for MIT and other strategic projects.

Accomplishments:

- Selected to participate in the Executive Ministry Leadership Formation class 16.
- Developed ISOFP with 4 focused priorities. Strategic priorities were quantified and budgeted in FY 20 with a growth rate of 3.1% over previous budgets that were in decline.
- Ensured implementation of a large physician group acquisition resulting in the FY 19 STARP growth goal achievement. Overall STARP achievement for MI was 100.61%.

- Validated Rural Ring strategy resulting in the purchase of Allegan. Ensured a strong integration plan and strategic growth plan were developed with KPIs. Growth of 1,000 discharges in FY 20 expected.
- Cultivated business partnership with large 400+ independent physician group resulting in a LOI. to co-develop an ambulatory campus of the future in a high growth submarket.
- Cultivate relationships and negotiate terms for M&A and JV activities.
- Accelerated the development of a cancer strategy in response to a competitive threat and JV structure in the Western Ministry.

JANUARY 2002 – JANUARY 2019

VICE PRESIDENT, STRATEGY EXECUTIVE, ATRIUM HEALTH (AUGUST 2016-PRESENT)

AVP, STRATEGY (JULY 2013-AUGUST 2016)

- Orchestrates strategy management planning and execution for \$10.2B net revenue organization reporting directly to the System EVP, Chief Strategy Officer.
- Responsible for solving complex and politically challenging problems.
- Formulates CORE market growth strategies for the organization.
- Formed the medical tourism program drawing patients nationally and internationally to the organization's World-Class services.
- Differentiated consumer strategy portfolio by advancing consumer facing offerings and initiating disruptive strategies.
- Achieves balanced approach for population health, growth and affordability strategies.
- Institutes strategic frameworks to transform innovative ideas into action.
- Devised World-Class service line strategies for cancer, cardiovascular, children's, neurosciences, surgery, and musculoskeletal services with an accretive EBITDA of \$100M+ in 4 years.

Accomplishments:

- Developed the Destination 2020 Strategy Map and execution plans.
- Devised World-Class strategy in partnership with service line presidents and implemented programs resulting in \$25M EBITDA improvements in the first year of execution.
- Executed initiatives resulting in market share growth from 49.3% to 51.9% over 5-year timeframe.
- Created a new strategic framework for consumer offerings inclusive of digital solutions, pricing & transparency, urgent care offerings, disruptive strategies, and alternative care models.
- Crafted Digital Channel strategy and execution plans resulting in the improvement of the consumer experience specifically as follows: call centers, digital connections with consumers, consumer relationship data, and web/app tools.
- Transformed the care delivery model for cardiology patients by deploying cardiology virtual visits available at primary care locations resulting in a 3-year net margin CAGR of 6%.
- Launched an inter-facility Quality Assurance program for 13 hospitals participating in the Cancer Network resulting in the reduction of patient safety events.
- Redesigned the Process Enhancement Product Standardization (PEPS) process and team structure to improve the acceleration of cost savings across 44 acute care entities including post-acute care services.
 - Annual incremental savings for this program ranges between \$30-\$40M.
 - Led teams to achieve \$66M in one-year, highest savings in 18 years.

CHIEF ANCILLARY EXECUTIVE, ATRIUM HEALTH | CLEVELAND COUNTY HEALTHCARE SYSTEM (JANUARY 2009-JULY 2013)

- Headed operations for Ancillary and Support Service Departments across 2 hospitals with a net operating revenue of \$242M including: Laboratory, Pharmacy, Radiology, Rehabilitation, Hyperbaric and Wound Care Clinic, Environmental Services, Clinical Engineering, Plant Operations and Maintenance, Construction, Food and Nutrition, Police/Security, and Textile Services.
- Chaired multiple system committees and served as Environment of Care Safety Officer.
- Reported to the Chief Executive Officer with budget responsibilities of \$41M+ and approximately 456 FTEs.
- Chaired physician partnership meetings including the Ambulatory Services Council for CRMC and growth partnership opportunities including: Endoscopy at KMH, Radiology, Cardiology, Endocrinology, Neurology, Wound Care.

Accomplishments:

- Achieved operating cost savings of \$2.3M from 2011-2012 representing a 6% improvement.
- Negotiated new contract with radiologist requiring MCO alignment despite margin impact to group practice.
- Formulated new strategic advancements including:
 - Outpatient Wound and Hyperbaric Clinic
 - Cleveland Advanced Imaging Center
 - Urgent Care Clinics
 - Capital Improvement Projects on an annual budget of \$15M+.
 - Growth strategies for Radiology, Rehab, and Wound Care resulting in volume increases of 10-15% in focus areas.
- Engineered and implemented Master Site Plan associated with 5-year strategic plan.
- Achieved national Patient Satisfaction Awards including:
 - Five Star and Platinum Award Satisfaction in Food and Nutrition Services from PRC.
 - Top Quartile Patient Satisfaction Scores including: Lab, Radiology, Food & Nutrition Services, Environmental Services, Interdepartmental satisfaction scores.
 - Most Improved Award for Outpatient Imaging Center.

VICE PRESIDENT, SYSTEMS MANAGEMENT, ATRIUM HEALTH | CLEVELAND COUNTY HEALTHCARE SYSTEM (JULY 2002-JANUARY 2009)

AVP, SYSTEMS MANAGEMENT (JANUARY 2002-JULY 2002)

- Accountable for Quality Management, Performance Improvement, Case Management, Infection Control, Accreditation Services, Patient Satisfaction Services, and Patient Safety Program.
- Reported to the Chief Executive Officer.
- Served as Patient Safety and Environment of Care Safety Officer.
- Implemented first formal Patient Safety program at CRMC/ KMH.
- Responsible for all project management and implementation related to quality and accreditation services.
- Managed daily operations for Case Management, Infection Control, and Quality Management.
- Served as staff liaison to chair for Quality Committee of the Board.
- Chaired multiple system committees and served as Environment of Care Safety Officer.
- Chaired physician partnership meetings to improve quality and move quality results from the worst decile to the best decile in 3 disease categories in under 12 months.

Accomplishments:

- Led Hospital Quality Incentive Demonstration (HQID) P4P Pilot (only hospital in the Atrium System to participate in pilot.)

- Moved hospital P4P scores from 10th decile to 1st decile in under 1 year in 3 of 4 measurement sets (AMI, CHF, and Hip and Knee.)
- Reduced readmission rates from 25% to under 15%.
- Reduced mortality rates from 3.9% to 2.6% annually.
- Improved infection rates to national top performer levels in first 2 years of IHI initiatives.
- Lives saved during first 2 years of IHI initiatives 57.
- Led Premier and state of North Carolina Hospital Association in development of Appropriate Care Score with innovative data analysis and development of Perfect Process score card.
- Member of NC Patient Safety Task Force developing North Carolina's first publicly reported data set.
- Achieved national recognition for hospital's accomplishments and IHI mentor status.

AUGUST 1999 – DECEMBER 2001

DIRECTOR, PERFORMANCE IMPROVEMENT, CAROMONT HEALTH

- Responsible for Accreditation activities, Performance Improvement, Sentinel Event Investigation, and Cost Reduction activities.
- Reported to Chief Operating Officer for organization with \$1.6B gross revenue.

Accomplishments:

- Achieved cost reduction of \$12.8M in year 1 and sustained incremental savings of \$8M annually.
- Orchestrated cost reduction work, performance improvement operational projects, and accreditation activities.
- Developed Sentinel Event Investigation Process and Proactive Risk Reduction Strategy Processes.
- Established ORYX data collection system and processes.
- Implemented Simulation Software and process tools for PI projects including formal project management tools.
- Achieved Top 100 Hospital status by *US New and World Report* as a result of cost and quality improvement achievements.

JUNE 1997 – AUGUST 1999

MANAGER, DECISION SUPPORT, PREMIER, INC

- Responsible for overseeing staff and client service activities including:
 - Clinical and operational benchmarking product installation.
 - Consultative services.
 - Product installations for hospitals and multi hospital systems.

Served as Product Manager for Operations Outlook in 1997-1998.

- Designed program software specifications and translated client recommendations into scope of work for programmers.
- Established QC protocols, program testing, and QC of database.
- Managed product version releases and deadlines.

Accomplishments:

- Received the Premier Pace Setter Award.
- Highest client retention rates for the organization.
- Served as Operations Outlook Product Manager representing the Voice of the Customers; all release dates were met as expected.

AUGUST 1994 – JUNE 1997

MANAGER, MECON

- Spearheaded client services satisfaction, consultation services, and installation of benchmarking products.
- Negotiated and delivered consulting engagements for hospitals ranging in bed size of 50 to 1200 beds.
- Managed consulting projects such as: cost reduction, reengineering, process redesign, clinical pathway development, benchmarking studies, and reductions in force.
- Oversaw operational benchmarking product installations.
- Designed client training workshops and modules associated with Benchmarking, Cost Reduction, Reengineering, etc.

Accomplishments:

- 98% Client Retention Rate and Highest Add-on Sales for Eastern Division.

EDUCATION

1992-1994

MASTER OF ARTS IN PUBLIC ADMINISTRATION, SAINT LOUIS UNIVERSITY

1988-1992

BACHELOR OF ARTS IN POLITICAL SCIENCE, ILLINOIS STATE UNIVERSITY

HONORS AND ACHIEVEMENTS

- 2019-Becker's 5th Annual Health, IT, and Revenue Cycle Keynote Panelist "Commercialization and Digital Experience- Strategies and Innovations in 2020."
- 2019- Key note speaker at South Atlantic Region of AIA conference titled "A Decade of Dialogue: Translating National Trends Regionally."
- 2019- Interviewed on Scott Becker's national podcast April (Still ranked in the top 20 of most listened to podcasts.)
- 2019- SHSMD On-Line webinar on best practices related to service line strategy.
- 2019- Becker's 10th Annual Meeting speaker "Operationalizing Strategy Learning from Analogous Strategy Disruptors."
- 2019- Sg2 webinar on keys of successful strategy management and service lines.
- 2018- Atrium Health strategy work highlighted in the October issue of *Spectrum*, SHSMD newsletter.
- 2018-Hosted SHSMD national webinar on best practices related to the office of strategy management.
- 2018-Spoke at national Becker's conference on best practices related to the office of strategy management.
- 2017-Spoke at national SHSMD conference on strategy development and execution.
- 2017-Spoke at the national BOMA healthcare real estate conference on strategic growth and value-based care.
- 2015-Achieved the honor of Charlotte's 50 Most Influential Women.
- 2015-Spoke at the national MGMA conference relative to the Cardiovascular virtual care coordination project.
- 2015-Two national case studies were published by The Advisory Board and Sg2 highlighting lessons learned from the Cardiovascular virtual care coordination project led by Ms. Popwell.
- 2014- Elected to serve as Secretary of the Board of Directors for Girl Scouts Peaks to Piedmont.
- 2014-Appointed to serve on the search committee for a new CEO for Girl Scouts Peaks to Piedmont.
- 2014-2015-Served on the Greater Charlotte Healthcare Executive Group education sub-committee.

- 2013- Appointed to Chair the Human Resources Committee of the Girl Scouts Peaks to Piedmont Board of Directors.
- 2013- Lean certified through the Charlotte local chapter of ACHE.
- 2012- Elected to Board of Directors for Girl Scout Peaks to Piedmont Council (Representing 40 counties in North Carolina.)
- 2012- Awarded the “Thanks Badge” of Honor from the CEO of Girl Scouts Peaks to Piedmont.
- 2011-2012- Appointed as Member of Peaks to Piedmont Girl Scout Strategic Planning Task Force.
- 2011-Present- Elected as Service Unit Manager for Cleveland County Girl Scouts (110,000 population county.)
- 2009-Present- Girl Scout Troop Leader and Served as Public Relations Coordinator and Recruitment Organizer for Cleveland County Girl Scouts.
- 2009- Achieved the honor of Fellow from the American College of Healthcare Executives.
- 2009-2013- Serve as board member of Cleveland Health Ventures (CHV). CHV is the CCHS owned physician practices in Cleveland County.
- 2008- Hospital was highlighted in PBS P4P special as a result of Quality achievements.
- 2007- A Cleveland Regional Medical Center quality story was published in *“What’s Right In Health Care: 365 Days of Purpose, Worthwhile Work and Making a Difference”* by the Studer Group.
- 2007- A case study was published by the American Hospital Association honoring accomplishments led by Ms. Popwell at CRMC.
- 2007- Achieved the honor of Fellow from the American Leadership Forum.
- 2006- A Premier case study was published honoring accomplishments led by Ms. Popwell at CRMC; “Cleveland Regional Medical Center dramatically improves quality of patient care with weekly monitoring tools from Premier.”
- 2005- Cleveland Regional Medical Center Recognized as Top Performer in the CMS pay for performance demonstration project.
- 2005- Awarded a fellowship from the American Leadership Forum.
- 2003-Awarded the Early Career Healthcare Executive Regent’s Award of the American College of Healthcare Executives.
- 2002-Awarded the honor of Certified Healthcare Executive.
- 2002- CaroMont named as top 100 hospital.
- 1998-Awarded the Premier Pace Setter Award for accomplishments in product development and implementation.