

# Nominating Committee

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Health Care Cost Transparency Board

October 2, 2025

**TAB 1**

# Agenda

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- ▶ Welcome, roll call, agenda review
- ▶ Public comment
- ▶ Review nominations
  - ▶ Primary Care Advisory Committee (1)
  - ▶ Stakeholder Advisory Committee (4)
- ▶ Vote
- ▶ Wrap up and next steps

## Health Care Cost Transparency Board's Nominating Committee

**October 2, 2025**

**8:30–9:00 a.m.**

**Hybrid Meeting: Zoom with In-Person Availability**

### Agenda

#### Advisory Committee on Data Issues Committee Members:

<input type="checkbox"/>	Ingrid Ulrey	<input type="checkbox"/>	Carol Wilmes	<input type="checkbox"/>	Kim Wallace
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#### Committee Facilitators:

Rachelle Bogue

Time	Agenda Items	Tab	Lead
8:30–8:32 a.m. (2 min)	Welcome, introductions, and agenda review	1	Rachelle Bogue, Cost and Transparency Manager Health Care Authority
8:32–8:35 a.m. (3 min)	Approval of meeting minutes from January Nominating Committee meeting	2	Rachelle Bogue Health Care Authority
8:35–8:40 a.m. (5 min)	Public Comments	2	Rachelle Bogue Health Care Authority
8:40–9:25 a.m. (45 min)	Review Nominations	3	Rachelle Bogue Health Care Authority
9:25–9:30 a.m. (5 mins)	Wrap up & adjourn		Rachelle Bogue Health Care Authority

*Unless indicated otherwise, meetings will be hybrid with attendance options either in person at the Health Care Authority or via the Zoom platform.*

TAB 2

# Health Care Cost Transparency Board's

## Nominating Committee meeting summary

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### January 22, 2025

Virtual meeting held electronically (Zoom) and in person at the Health Care Authority (HCA)  
10:00 – 11:00 a.m.

**Note:** this meeting was video recorded in its entirety. The recording and all materials provided to and considered by the committee is available on the [Health Care Cost Transparency Board's Meeting and Materials webpage](#).

### Members present

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Carol Wilmes  
Kim Wallace

### Members absent

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Ingrid Ulrey

### Call to order

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Josefina Magana, committee facilitator, called the meeting of the Nominating Committee to order at 10:00 a.m.

### Agenda items

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#### Welcome Introductions Agenda Review

Josefina Magana, Health Care Authority

The committee facilitator welcomed the committee members, walked through the agenda, and did roll call.

#### Public Comments

Josefina Magana, Health Care Authority

The floor was open for public comment. There were no comments.

#### Review Nominations

Josefina Magana, Health Care Authority

The facilitator presented the nominees biographies, and the board members thoroughly discussed the experience and contributions they could bring to the committees.

## Stakeholder Advisory Committee – selecting one from Ambulatory Association

1. Catherine G. Ruppe RN, CASC
2. Jamie Fowler
3. Devan Baker, MBA

### **Catherine G. Ruppe, RN CASC**

Catherine's professional experience ranges from working as a nursing supervisor at Children's Hospital and Regional Medical Center in Seattle to her current role as Vice President of Operations at Atlas Healthcare Partners

Catherine holds a Registered Nurse certificate and holds the CASC (Certified Administrator Surgery Center) credential

Extensive clinical and administrative experience structuring and integrating departments, developing and directing programs, and leading enterprise-wide quality improvement.

Proven track record of strategically designing and project managing construction of medical facilities, including interfacing with regulatory agencies regarding compliance with federal and state laws.

Leverage strong leadership and interpersonal communication among internal and external stakeholders to achieve company mission/goals through collaboration and consensus building.

### **Jamie Fowler, MHA**

Jamie's professional experience ranges from Billing Office Manager at Pacific Surgery Center in Poulsbo, Washington to current role as Director of Operations at SCA Health Washington and Oregon Region.

Jamie holds a Master in Healthcare Administration from the University of Washington

Professional with over 22 years of Ambulatory Surgery Center experience and over 12 years of management and leadership experience.

Has led centers with all components of the quadruple aim at the forefront to include efforts around: improving population health, improving patient experiences, reducing costs and improving the well-being of team and providers.

Engages daily with stakeholders to drive continued success for WA centers and access for community.

2021-Current, Merger & Acquisition: Coordinated due diligence, negotiations, and final integration of ASC through acquisition by SCA Health.

2020-2022 Construction Project Manager: Project Manager for extensive remodel project to expand square footage, addition of operating room and PACU spaces.

### **Devan Baker, MBA**

Devan's professional experience ranges from being a Clinical Supervisor to being Executive Director at Proliance Orthopedic Association, Proliance Surgeons in Renton and Seattle Washington.

Devan holds a Master of Business Administration in Healthcare Management from Western Governor's University and a Bachelor of Science with emphasis on Kinesiology from Washington State University.

Devan's areas of expertise include: Streamlined operations, Leadership Training and Development, High Engagement Culture, Budget Management, and Marketing and Community Outreach among many others.

Innovative and forward-thinking executive with a proven track record in driving process optimization and spearheading long-term strategic initiatives that consistently deliver impactful results.

Recognized for exceptional thought leadership and expertise in generating innovative non-traditional revenue streams and leading technology integration projects that significantly enhance operational efficiency and elevate the customer experience.

Experienced in cultivating a high-engagement culture and top-performing teams, built on a strong foundation of influential leadership training and development programs that facilitate swift onboarding and foster resiliency during challenging circumstances.

Committed to delivering continuous improvement opportunities, with an unwavering dedication to excellence and an exceptional ability to excel in dynamic and challenging environments. Expertise in bundle payments, costs transparency, and cost estimates for patients.

## Discussion about nominees

Committee member asked to review the Stakeholder Committee Charge and the list of all who are currently on the committee to look at current make up and be fair through this process.

HCA staff shared the current roster of Stakeholder Committee members. Staff also indicated they are not familiar with any of the three candidates.

The committee members who are present are not familiar with the candidates. They will have to base on paper qualifications, and all seem compelling and similar. A very difficult choice.

One committee member stated the following “trying to think through the perspective each of them would likely bring to enable better consideration and thinking by the committee. In reviewing current membership, it is not evaluating each individual but trying to foster and create a solid helpful committee overall. What perspective would be represented in a way that would really help the committee and the board.”

Nominees were reviewed a second time; it was noted that the resumes were also included in the email sent to the committee members.

One committee member stated that “all (nominees) have very compelling qualifications. Wording in Jamie Fowler’s CV that resonated with me and goals of committee – patient experience, improving costs, cost transparency. “

Another committee member talking about mergers and acquisition experience, stated “We know that activity is of keen interest and a very important and impactful feature of what is happening in the healthcare system writ large. In terms of the mission of the Board, we’ve identified that financial transactions and governance transactions that have and are happening frequently – what drives, impacts, realities of those transactions and changes is very clearly a very prominent driver of the situation that we’re in and we need to understand – behooves us to understand that activity and drivers and results and impacts on that kind of activity. In addition to the second bullet – improving population health, improving patient experiences, improving costs and transparency.”

Committee members asked to review Devan’s slides again.

Another committee member “There is a slightly different in focus in highlighted expertise and experience and I’m wondering about a focus that is organization leadership and operational which we all know is difficult and makes the healthcare system work. People who can really make sure that entities in healthcare system are performing well. Not discounting that expertise. I am noticing there is emphasis in Jamie’s background that is focused up and out. Pop health, engaging with stakeholders, quadruple aim – wanting to affect change and improve the system and conditions broadly. That is what we’re after of course in trying to do public policy and implementation. Not to discount the excellence articulated and represented with the others, I’m noticing there’s some special emphasis on system wide expertise and improvement efforts that I’m drawn to.”

Committee member **put forward a motion of Jamie Fowler** to the Stakeholder Advisory Committee. The second committee member seconded it. All were in favor.

**Approved by consensus.** Will bring forward for review at the next cost board meeting.



Board member asked if there was a component of the nomination that has an expression from the candidate about why they wanted to be on the committee.

HCA staff indicated it is not a formal part, but if this would be a helpful part of the nomination process – interest in serving and how want to bring their experience, HCA could ask for a paragraph of interest moving forward. We will implement that feedback.

## Review of data advisory committee nominee

Dr. Nnabuchi Anikpezie is the Senior Director of Health Systems & Workforce Intelligence within the Executive Office of Healthcare Innovation & Strategy at the Washington State Department of Health

Dr. Anikpezie holds a DrPH in Health Services Research from UT Health Science Center at Houston, an MPH in Public Health Administration and Policy from the University of Minnesota, and medical degree from the University of Ibadan

Experience in major academic health centers, federally qualified health centers, and the pharmaceutical industry

10+ years using large volumes of real-world data to improve population health, healthcare access, and equity

Leads management of state health workforce data to provide insights and inform policy decisions, especially related to cost management, Medicaid populations, and underserved communities

Committee **member made motion to approve**, other committee member seconded it. All in favor.

Approved by consensus. Will be bringing the decision for review at the next Cost Board meeting.

## Advisory Committee Charters

**Josefina Magana, Health Care Authority**

Facilitator directed the committee to tab 4 to review the charters. There is currently no enforcement on attendance written into charters, therefore this is a good time to review updated language.

Committee was asked if they wanted to take each charter and review or agree on updating for all advisory committees.

One committee member asked if there is a similar formal expectation and enforcement set to the Board

HCA staff responded indicating that the Board has a different approach since the governor appoints those members. The level of participation and engagement is a little different.

The board member acknowledged “that it’s a little apples and oranges but we’re talking about the integrity of this process. Difference of formality notwithstanding, the integrity of participation and engagement is why we’re stipulating this attendance requirement. It makes sense to note attendance and engagement at the Board level is really important as well. Making the point officially in this forum. Thank you for the opportunity to state my belief and personal commitment related to the Board.”

Another board member indicated “Sometimes the difference between a Board and committee. Board has excused absences are distinguished from unexcused absences on a board. The committee is sometimes more the layman’s expertise. And the absence is really key to the recommendation to the Board. May want to offer this distinguishing factor to the Board.”

Another board member responded by saying “Notice we’ve mentioned 3 or more meetings in a calendar year. I understand we need some kind of reference point to be able to count absences and understand the impact so understand why we would say per calendar year. As written a person could miss two at end of calendar year and then 2 at the beginning of next year and not be flagged.”

It is a reasonable measure and sends the message that your expertise is missing when you’re not there.

HCA staff said “were primarily thinking about the ease of tracking. Coming up with a denominator. We could add a clause 3 or more in a calendar year or 3 or more consecutive meetings”

Board member “Don’t want to bring it up if it doesn’t add value. If it’s the same concern, I think it could be added. It’s clear what it means.

One board member suggested adding 3 consecutive meetings as there is no need “or more,” as it is redundant.

A board member made the motion to **recommend this additional meeting attendance update** to the Board.

Approved by consensus. This will be brought up for review and final approval at the next Cost Board meeting on January 30.

HCA staff asked if a board member was willing to bring the nominees and this charter change and reminder to the Board at the January meeting next week.

## Wrap up and Adjourn

Josefina Magana, Health Care Authority

The facilitator concluded the meeting and informed participants that all these information was going to be brought for review and final approval at the next Cost Board meeting on January 30. The facilitator reminded the audience that a recording and summary would be posted on the HCA website. Finally, Carol will present the recommendations at the Cost Board meeting on January 30.

## Adjournment

The next meeting is March 26, 2025, time to be announced. Meeting adjourned at 10:50 p.m.

TAB 3

# Public Comment

**TAB 4**

# Nominations

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# Primary Care Advisory Committee

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Lost 4 members from the committee in the past year:

- ▶ David DiGiuseppe
- ▶ Meg Jones
- ▶ Sarah Stokes
- ▶ Sharon Eloranta

# Primary Care Advisory Committee nominations

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## ▶ **Elizabeth Hutchinson, MD**

- ▶ Primary Care Physician at UWUW Ravenna Primary Care (Jan 2021 – Present)
  - Manage a panel of ~1,250 patients, three days/week
  - Focus on comprehensive primary care to improve outcomes and reduce healthcare costs
  - Special interests: women's health, pediatrics, substance use disorders, mental health, procedures, musculoskeletal medicine.
- ▶ Physician and Surgeon, Washington State (MD00047330), 06/2004 – present
- ▶ Diplomate, American Board of Family Medicine, 12/2007
- ▶ Graduate of University of Washington, Seattle, School of Medicine
  - July 2000 – June 2004

*(CV in appendix)\**



# Voting

# Stakeholder Advisory Committee nominations

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# Of members	Committee member position	Nominating Entity	Member resigning from this role
1	One physician, selected from a list of three nominees	Washington State Medical Association	Dr. Nariman Heshmati, President, WSMA
1	One member representing hospitals and hospital systems, selected from a list of three nominees	Washington State Hospital Association	Eric Lewis, CFO, Premera Blue Cross

# Stakeholder Advisory Committee nominations

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One nomination sent to us from **Washington State Medical Association:**

- ▶ **John Bramhall, MD, PhD**

- ▶ Board certified by the American Board of Anesthesiology. He specialized in the treatment of trauma patients at Harborview Medical Center, where he was also Associate Medical Director. He retired from clinical service there in 2024.
- ▶ Received his PhD in biochemistry from Birmingham in the UK. He came to United States as a Fulbright scholar at UCLA before undertaking postgraduate training at the Max Planck Institutes in Germany and Stanford University.
- ▶ He is a past delegate to the American Society of Anesthesiology and is a trustee of the Washington State Medical Association (WSMA). He is the immediate Past President of WSMA and currently Chair of the WSMA Executive Committee.

- *(CV, full bio, and statement of interest in appendix)\**

# Voting

# Stakeholder Advisory Committee nominations

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Select *one* of three nominees from **Washington State Hospital Association**:

- ▶ Jason G. Hotchkiss, CPA
- ▶ Katerina LaMarche, JD
- ▶ Jennifer Brackeen, MHA

# Jason G. Hotchkiss, CPA

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- ▶ Chief Financial Officer at Great Falls Clinic Hospital in Great Falls, MT (January 2025 – Present)
- ▶ Former Chief Financial Officer of MultiCare Health Systems, Tacoma WA (April 2019 – March 2024)
- ▶ Experience working at 388 bed tertiary hospital located in Spokane WA (April 2019 – October 2022)
- ▶ Graduated from Western Washington University, B.A. Business

*(CV in appendix)\**

# Katerina LaMarche, J.D.

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- ▶ Currently serving as Policy Director for Washington State Hospital Association (May 2022 – Present)
- ▶ Former Policy Analyst at WAHA (March 2019 – May 2022)
- ▶ Experience working with state officials to improve health care
- ▶ Worked at Social Security Administration (SSA) as an Attorney Advisory (November 2017 – February 2019)
- ▶ Graduated from UW with B.A. in Psychology
- ▶ Pace University School of Law, NY

*(CV in appendix)\**

# Jennifer Brackeen, MHA

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- ▶ Currently Senior Director, Government Affairs at WSHA (April 2025 – Present)
- ▶ Former Director of Innovation at Summit Pacific Medical Center (July 2019 – April 2025) with experience directing population health, advocacy, care management, and value-based contracts
- ▶ Worked at CHOICE Regional Health Network in a manager and director role for nearly seven years
- ▶ Graduated from University of Washington with Masters in Health Administration

*(CV in appendix)\**



# Voting

Thank you for attending  
the Nominating  
Committee meeting!

# Appendix

# UW SCHOOL OF MEDICINE

## CV Format for Faculty

**ELIZABETH HUTCHINSON, MD**  
**Curriculum Vitae – September 2025**

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### 1. EDUCATION

- **MD**, University of Washington, Seattle, WA, 07/2000 – 06/2004
  - **BA**, Philosophy, with Honors, University of Washington, Seattle, WA, 07/1992 – 06/1997
  - Year Abroad, University of Aberdeen, Scotland, 07/1995 – 06/1996
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### 2. POSTGRADUATE TRAINING

- Resident, Family Medicine, Swedish First Hill, Seattle, WA, 07/2004 – 06/2007
  - Fellow, Faculty Development, University of Washington, Seattle, WA, 07/2010 – 06/2011
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### 3. PROFESSIONAL LICENSURE & CERTIFICATION

- Physician and Surgeon, Washington State (MD00047330), 06/2004 – present
  - Diplomate, American Board of Family Medicine, 12/2007
  - Buprenorphine Waiver Certification, 2010 – present
  - ACLS Certification, 06/2025
- 

### 4. BOARD CERTIFICATION & PROFESSIONAL AFFILIATIONS

- American Academy of Family Physicians, 2002 – present
  - Washington Academy of Family Physicians, 2007 – present
  - Society of Teachers of Family Medicine, 2010 – present
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### 5. CLINICAL EXPERIENCE (Primary Care Focus)

- **01/2021 – present (0.65 FTE)**: Primary Care Physician, UW Ravenna Primary Care
  - Manage a panel of ~1,250 patients, three days/week
  - Focus on comprehensive primary care to improve outcomes and reduce healthcare costs
  - Special interests: women's health, pediatrics, substance use disorders, mental health, procedures, musculoskeletal medicine.
- **04/2018 – 12/2020 (0.5 FTE)**: Primary Care Physician, Swedish Medical Group, Queen Anne Primary Care, Seattle, WA
- **07/2008 – 04/2018 (0.5 FTE)**: Primary Care Physician with Obstetrics and Inpatient responsibilities, Swedish Family Medicine, Seattle, WA
- **09/2007 – 06/2008 (0.8 FTE)**: Primary Care Physician with Obstetrics and Inpatient responsibilities, ICHS Holly Park, Seattle, WA

- **2014 – 2018 Global health work:** developed an educational partnership between University of Malawi, Family Medicine residents Swedish, and SEED Global Health. Designed, started, and facilitated the partnership to:
  - Strengthen primary care training for Malawian students and residents.
  - Support delivery of comprehensive, integrated care in the Malawian health system
  - Provide U.S. residents with opportunities to develop skills and advocate for health in resource-poor settings.
- **8/2014-6/2015:** my family and I moved to Malawi to facilitate resident rotations.

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## 6. LEADERSHIP & HEALTH SYSTEM IMPROVEMENT

- **06/2021 – 09/2022:** Member, Improving Primary Care Committee
- **2021 – present:** Member, University of Washington School of Medicine Admissions Committee
- **04/2024 – present:** Member, Family Medicine Grand Rounds Planning Committee
- **11/2024 – present:** Member, Population Health Outreach Letters Overview Committee
- **07/2008 – 04/2018** Regional Medical Director, Swedish Medical Group, (0.5 FTE).

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## 7. TEACHING & CURRICULUM DEVELOPMENT (Primary Care & Population Health Focus)

- Course Creator & Facilitator, Approachable Primary Care Orthopedics (APCO)
- Clinical Preceptor, UW School of Medicine, Primary Care Practicum Program, 02/2021 – present
  - Mentorship of medical students
- College Faculty Mentor, UW School of Medicine, 07/2022 – present
  - Advise and mentor 24 students.
- Undergraduate Shadowing Mentor, UW School of Medicine, 08/2021 – present

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## 8. HONORS & AWARDS

- Teacher of the Year, Swedish Family Medicine Residents, 2010, 2013, 2015, 2018
- Pisacano Leadership Foundation Scholarship, 06/2004 – 07/2007
- HRSA Secretary's Award (3rd place), 2004
- Ellen Griep Award, University of Washington, 2004

Elizabeth Hutchinson MD

10.1.2025

**To Whom It May Concern,**

I am writing to express my strong interest in being nominated for the Advisory Committee on Primary Care. My career has been dedicated to advancing primary care, with the conviction that the most functional and cost-effective health systems are built on a strong foundation of primary care.

My commitment to this work began after living in Kenya, where I saw that primary health care was often the only way people received medical attention. Without it, communities suffered. This experience inspired me to pursue a medical degree and dedicate my career to strengthening primary care. Since then, I have trained Family Medicine residents to become excellent primary care physicians and helped grow family medicine training in Malawi with the same conviction that strong primary care systems improve health and well-being.

Currently, I teach foundational clinical skills to medical students while caring for my own panel of patients at UW Primary Care. I also participate in UW Medicine initiatives focused on improving the efficacy and impact of primary care for both patients and communities.

I have closely followed the work of the Advisory Committee on Primary Care through the Washington State Health Care Authority, particularly its efforts surrounding the 12 percent primary care spending target. At this stage in my career, I am deeply interested in understanding how financial flows in our state influence the way health care is delivered and how primary care can be strengthened through policy and resource allocation.

It would be an honor to contribute my experience and passion to the Advisory Committee on Primary Care. I am eager to support its mission and work collaboratively to ensure primary care remains central to a sustainable and effective health system for our communities.

Thank you for considering my nomination.

Sincerely,  
Elizabeth Hutchinson MD

### Bramhall – statement of interest

The existence of widely- and easily-available health care in the State is dependent on affordability, both for the population at large and for the systems – large and small – providing that care. Continuity of care suffers when patients cannot access clinical services, either because that access is too expensive, or because the facilities become unavailable as a result of economic pressures.

I am deeply committed to advancing equitable, high-quality, and sustainable health care in Washington State. Serving on the Health Care Cost Transparency Committee would allow me to contribute my experience as a physician and health system leader to ensure that cost data is translated into actionable insights for policymakers, providers, and patients. Greater transparency is essential to improving affordability, strengthening trust, and guiding wise use of health care resources.

I am eager to support the Committee's work in shaping policies that balance cost control with access and quality, ultimately helping to build a more sustainable health care system for all Washingtonians.

## John Bramhall MD PhD

John Bramhall is board certified by the American Board of Anesthesiology. He specialized in the treatment of trauma patients at Harborview Medical Center, where he was also Associate Medical Director. He retired from clinical service there in 2024.

Bramhall received his PhD in biochemistry from Birmingham in the UK. He came to United States as a Fulbright scholar at UCLA before undertaking postgraduate training at the Max Planck Institutes in Tübingen, Germany and Stanford University. He returned to UCLA as a faculty member and established a research laboratory to investigate the structural properties of biological membranes. His medical training was completed at UCSD in La Jolla, CA and Virginia Mason in Seattle. He is currently a Clinical Professor at the University of Washington School of Medicine where he is actively involved in the training and education of residents and medical students. He has over fifty research publications in the fields of membrane biophysics and immunology.

Bramhall is still actively involved in front-line work, in the establishment of organizational structures to facilitate safe, effective, and efficient care models and in the provision of surgical care for the underserved. He is a past delegate to the American Society of Anesthesiology and is a trustee of the Washington State Medical Association (WSMA). He is the immediate Past President of WSMA and currently Chair of the WSMA Executive Committee.



# CURRICULUM VITAE 2024.02.14

## John Shepherd Bramhall MD PhD

### Personal Data:

Born: March 30, 1950; Manchester, England  
US-UK Citizen  
Married, 2 children

### Education:

09/1968-09/1971	John Dalton College, Manchester, UK	Diplomate
09/1971-08/1973	Ewell College, London, UK	M.I.Biol.
08/1973-08/1976	Aston University, Birmingham, UK	Ph.D.
07/1987-06/1991	University of California, San Diego, CA	M.D.

### Postgraduate Training:

06/1970-01/1971 Research Associate, Chemical Defence Experimental Laboratory, Porton Down, England  
06/1971-01/1973 Research Associate, Ministry of Agriculture Research Laboratory, London, England  
08/1976-12/1979 Senior Fulbright Scholar, Molecular Biology Institute, University of California, Los Angeles, California  
12/1979-12/1980 Research Fellow, Max-Planck-Institut für Biologie, Tübingen, Germany  
12/1980-12/1981 Research Fellow, Neurobiology Institute, Stanford University Medical Center, Palo Alto, California  
06/1991-06/1992 Surgical-Medical Intern, Virginia Mason Medical Center, Seattle, Washington  
07/1992-07/1995 Resident-in-training, Anesthesiology Department, Mason Clinic, Seattle, Washington

### Faculty Positions Held:

08/1973-08/1976 Instructor, Department of Pharmacy, Aston University, Birmingham, England  
08/1982-08/1987 Assistant Professor, Department of Microbiology & Immunology, Jonsson Comprehensive Cancer Center, UCLA School of Medicine, Los Angeles, California  
08/1988-01/1990 Visiting Associate Professor, Department of Molecular Genetics, UCLA, Los Angeles, California  
  
Department of Anesthesiology, University of Washington School of Medicine, Seattle, Washington  
08/1995-03/2003 Assistant Professor  
03/2003-07/2021 Associate Professor  
08/2021-07/2022 Clinical Associate Professor  
07/2022-07/2024 Clinical Professor  
07/2024-current Clinical Professor emeritus

### Clinical Positions Held:

08/1995-current Attending Physician, Harborview Medical Center, Seattle, Washington  
06/2003-06/2005 Attending Physician, University of Washington Medical Center, Seattle, Washington

### Administrative Positions Held:

06/2003-06/2005 Director, Anesthesia Services, UW Surgery Center (Roosevelt), Seattle, Washington  
06/2005-current Associate Medical Director, Harborview Medical Center, Seattle, Washington

### Honors:

Fulbright Fellowship, 1976  
Max-Planck Research Fellowship, 1979  
Sigma Xi (Stanford University), 1981  
Teaching Excellence Award, University of Washington School of Medicine, 1998  
Linnaean Society Fellowship, 2024

**Board Certification:**

Diplomate, American Board of Anesthesiology

**Licensure to Practice:**

Washington State

**Professional Organizations:**

Biophysical Society  
Sigma Xi (Stanford)  
American Society of Anesthesiologists  
Washington State Society of Anesthesiologists  
Washington State Medical Association,

**Teaching Responsibilities:**

Undergraduate Anesthesia Education Counselor, University of Washington Medical School (2002-current).  
Graduate Lecturer (Clinical & Didactic), University of Washington Medical School (1996-current).  
Member, Curriculum Development Committee, University of Washington Medical School (2003-2005).  
Director, CME Education Curriculum, Washington State Society of Anesthesiologists (2002-2005).  
Coordinator, ABA Oral Examination review, University of Washington (2003-2005).  
Co-Director, e-learning Project, University of Washington (2006-current).

**Editorial Responsibilities:**

Editorial Board: Cancer Update (1983-89)  
Peer Review Panel: Biochemistry (1985-91)

**Special National Responsibilities:**

Scientific Consultant, National Science Foundation (Cell Biology study section), 1981-1982  
California Medical Association Advisory Panel (Immunology), Member 1989-1991  
American Society of Anesthesiologists, National Delegate 1999-2020  
Committee on Outreach Education, American Society of Anesthesiologists, Member 2002-2005  
International Medical Surgical Response Team (Western Region), Member 2003-2020  
University Health System Consortium, Advisory Panel Member 2005-2015  
National Quality Forum, Advisory Panel Member (Hospital Care) 2008-2017

**Special Local (State) Responsibilities:**

Board Member 2011-current and President 2024-2025 Washington State Medical Association  
Chair, Executive Committee 2025-current, WSMA  
Board Member and Trustee 1997-2022 and President 2005-2008, Washington State Society of Anesthesiologists  
Member, Board of Directors, Washington State Hospital Association, 2020-2025  
Member, Washington State HCA Health Technology Clinical Committee 2016-current

**Special Local (Institutional) Responsibilities:****University of Washington**

Faculty Senate, 2002-2005

Faculty Senate Arbitration Panel, 1999-2003

Faculty Appeal Board, University of Washington, 2002-2005

Faculty Council on University Relations, 2005-2009

University Senate Planning and Budget Committee, 2005-2009

Institutional Review Board, University of Washington, 2010-present

**University of Washington School of Medicine**

Career Counseling Panel, Specialty Chair 2000-2017

**University of Washington Physicians**

Board Member and Trustee, 2010-2013

Physician Executive Committee, 2010-2013

Business Excellence Committee, 2009-2020 (Chair 2012-2020)

**UW Medicine**

Health Information Management Committee, 2009-present

Executive Compliance Committee, 2009-2020

Quality-Safety Coordinating Committee, 2005-2020

Clinical Systems Advisory Committee, 2009-present

Drug Diversion Prevention Oversight Committee, 2016-present

**University of Washington Medical Center**

Surgical Services Steering Committee, 2004-5

Surgical Infection Prevention Committee, 2005-current

Combined Decision Support Joint Administrative Committee, 2006-current

Combined Quality Improvement Program, 2006-current (Chair 2008-2012)

**Harborview Medical Center**

Medical Quality Improvement Committee, 2004-2024

Clinical Risk Management Committee, 2008-2024

Patient Safety Committee, Chair, 2005-2017

Critical Care Advisory Committee, Chair, 2007-2009

Medical Staff Credentialing Committee, 2005-2024

Medical Executive Board, 2005-2024

Surgical Council, Trauma Council, 2005-current

**University of Washington Department of Anesthesiology and Pain Medicine**

Medical Student Education, Director 2002-2003

Resident Selection, Chair 1998-2005

Academic Affairs Committee, 2000-2017

Clinical Competence Committee, 2000-2024

Finance and Standards Committee, 2008-2022

Quality Assurance Committee, 2012-2022

**Publications: Selected/Significant/Frequently Cited**

Wisnieski, B.J. & Bramhall, J.S.:

Photolabeling of cholera toxin during membrane penetration reveals kinetics of specific subunit entry.

**Nature 289:319-321, 1981**

Kermani-Arab, V., Uittenbogaart, C. & Bramhall, J.:

Purification of human interleukin-2 produced from normal human peripheral blood mononuclear cells.

**Thymus 8:3-11, 1986.**

Graves, S.G., Bramhall, J. and Bonavida, B.:

Studies on the mechanism of natural killer cell mediated cytotoxicity.

**J. Immunol. 137:1977-1984, 1986**

Bramhall, J.:

Phospholipid packing asymmetry in curved membranes detected by fluorescence spectroscopy.

**Biochemistry 25:3479-3486, 1986.**

Bramhall, J.:

Conductance routes for protons across membrane barriers.

**Biochemistry 26:2848-2855, 1987.**

Bramhall, J.:

Use of the fluorescent weak acid dansyl glycine to measure transmembrane proton concentration gradients.

**Biochemistry 25:3958-3962, 1986.**

Bramhall, J., Hofmann, J., DeGuzman, R., Montestruque, S., & Schell, R.:

Temperature dependence of membrane ion conductance analyzed using the amphiphilic anion 5/6-carboxyfluorescein.

**Biochemistry 26:6330-6340, 1987.**

**Publications: Manuscripts in Refereed Journals**

Bramhall, J.S., Morgan, J.I., Perris, A.D. & Britten A.Z.:

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**Collaborative Authorship**

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Effect of Nitrous Oxide Use on Long-term Neurologic and Neuropsychological Outcome in Patients Who Received Temporary Proximal Artery Occlusion during Cerebral Aneurysm Clipping Surgery  
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**JOHN BRAMHALL MD PhD**

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# Jason G. Hotchkiss, CPA

## Background

Chief Financial Officer and Chief Operation Officer with a passion for health care operations and a track record of improving bottom-line performance through process improvements, net revenue gains, cost control, cash collection, cash management, productivity/staffing, patient throughput, and relationship building. Experienced in the details of a small facility, the big picture of large health systems, and a background in a Big 4 accounting firm.

## Core Strengths

- Problem Solving and Analysis
- Provider Relations
- Team Leadership
- Strategic Planning
- Critical Thinking
- Communication
- Training, Development & Empowerment
- Adaptability
- Process Improvement
- Negotiations
- Process Improvement

## Experience

### **Surgery Partners, Inc., Brentwood, TN**

**Jan 2025 – Present**

For-profit, publicly traded health system, and a leading operator of surgical facilities and ancillary services with more than 180 locations and 19 hospitals nationwide.

#### Chief Financial Officer – Great Falls Clinic Hospital, Great Falls, MT

48 bed acute hospital and surgery center specializing in cardiac, orthopedic, oncology and other surgical services with multispecialty provider clinics; \$200 million in combined operating revenue. Responsible for the overall financial strategy, planning, reporting and financial operations of the hospital and clinics.

- Direct oversight of revenue cycle, case management, utilization review, supply chain, capital planning, accounting, accounts payable, and payroll.
- Introduced “Fun with Finance” to improve financial understanding, interpretation, and decision making for leaders.
- Livestream panelist, Great Falls Area Chamber of Commerce, “Knowledge Drop – Medicaid Expansion” to address potential legislation changes to Montana Medicaid Expansion program. (<https://www.youtube.com/watch?v=oJi5MGmH8pw>)
- Create and execute revenue growth and expense savings to bridge gaps between current operations and budget goals.
- Key executive team member involved in service line enhancement, physician recruitment, and compensation approaches that advance strategic growth plans.
- Implemented productivity reporting and benchmarks for all hospital and clinic departments.
- Develop, plan, and execute revenue cycle improvement projects in collaboration with internal and external stakeholders.

### **Trinity Health, Minot, ND**

**Aug 2024 – Dec 2024**

Not-for-profit health system with three hospitals including a 147 bed regional tertiary center, 25 bed critical access hospital, 68+ bed specialty hospital (rehab, behavioral health, & chemical dependency), and a 161 bed skilled nursing facility as well as numerous multispecialty physician practices and clinics throughout northwest North Dakota; \$500 million operating revenue.

#### Chief Financial Officer

Oversight of all financial operations and direct responsibility for Payor Contracting and Enrollment, Pharmacy (inpatient & retail), Home Health & Hospice, Biomedical, Clinical Documentation (CDI), Case Management, Supply Chain, Health Information (coding & medical records), Revenue Cycle (billing & reimbursement), Accounting, Payroll, and Accounts Payable.

- Developed and executed TriWest Healthcare Alliance contract negotiations that yielded 107% of DHA allowable reimbursement for TRICARE patients.

### **MultiCare Health System, Tacoma, WA**

**Apr 2019 – Mar 2024**

Not-for-profit health system with 12 hospitals including acute care, children’s and behavioral health hospitals, as well as numerous multispecialty affiliated physician practices and clinics within the Pacific Northwest; \$4.1 billion operating revenue.

Operations and Finance Subject Matter Expert – Financial Recovery Executive/Action Team (FRET/FRAT), Performance Improvement Internal Consulting Team (PIICT)

Feb 2023 – Mar 2024

Small teams formed and engaged to identify and improve the financial position of individual hospitals and the Health System at large directly reporting to the MultiCare Health System President. Internal consultant engaged in on-site operational and financial review of hospitals to identify and recommend improvement opportunities and priorities.

- Represent MultiCare and all Washington hospitals on the Hospital Staffing Advisory Committee for Washington State to develop and implement reporting tools for new state staffing law.
- Drive and support discovery, review, implementation, and reporting of \$202M of System and business unit's financial improvement opportunity and work.
- Develop, direct, and support of position management/control system utilizing Workday, Workday Adaptive Planning, and LaborLytics software.
- Rework, rebuild and implement productivity/staffing targets for entire health system.
- Identified and proposed tactics to capture \$56M and \$15.3M in two hospitals.

Chief Financial Officer – Retail Health and Network Services, Spokane, WA

Feb 2023 – Mar 2024

Financial oversight of 39 Indigo Urgent Care clinics (including joint venture), 15 Occupation Health clinics, Virtual Care, and Dispatch Health joint venture for "hospital at home" and in-home provider visits throughout Pacific Northwest. Combined \$135 million operating revenue.

- Mentored and supported Director of Finance to elevate involvement and support retail team independently.
- Since taking on this role most of my time has been spent supporting System work and initiatives on the PIICT and FRET/FRAT.

Interim Chief Financial Officer – West Pierce Region, Tacoma, WA

May 2022 – Feb 2023

Responsible for region's financial strategies, reporting, two hospitals, and stand-alone surgery center. 437 bed level II trauma center located downtown serving the south and west Puget Sound region of Washington state. 130 bed acute, semi-specialty/surgical hospital located in Tacoma. Combined \$1.2 billion operating revenue.

- Assisted system and local leadership when position was vacated, and help was needed.
- Elevated operational and financial opportunity analysis to identify and prioritize improvements, to include productivity/staffing and patient throughput.
- Implemented "Fun with Finance" group and individual leader education to introduce, grow, and support the regions leadership with financial understanding, interpretation, and decision making.
- Improved 2022 financial trends by \$32M (combined) to achieve yearend target through patient progression, productivity/staffing adjustments, contract labor management, and volume growth.
- Enabled the purchase of new multimillion dollar Stryker scope system at both hospitals after three years of capital request denial.
- Renegotiated and executed anesthesia contract that repaired a fractured relationship, improved engagement, and increased surgical volumes while moving to a mixed model with CRNAs.

Chief Financial Officer – Deaconess Hospital, Spokane, WA

Apr 2019 – Oct 2022

388 bed tertiary hospital located downtown and serving a diverse population within the entire Inland Northwest (INW) geography of Washington state and the panhandle of Idaho; \$470 million operating revenue. Responsible for all financial operational outcomes while partnering with Valley Hospital, Rockwood Clinic primary care and specialist practices, Pulse Heart Institute, and Health System to ensure and sustain a financially viable health care network.

- INW Executive sponsor of post-acute strategic operations and partnerships. Build and manage operational relationships with long-term care facilities and regional critical access hospitals for ACO affiliations and transitions of care. Partner and create strategic initiatives for hospice Certificate of Need and palliative care program. Represented MultiCare within the INW Region for COVID-19 strategies and actions around behavioral health and post-acute care.
- Lead and participate in operational improvement projects such as Utilization Management, Patient Status Kaizen, Transitions of Care, contract and implementing MCG/Milliman, and AIDA post-acute referral system.
- Represent the INW region by managing and assisting with local and system purchased services and supply chain initiatives including cost reductions for equipment maintenance, environmental services, consultants, anesthesia, hospice, and joint and spine implants.

- Implement financial stewardship programs such as department leader participation in annual budgeting, monthly departmental operational reviews, productivity/staffing benchmarking, position control, daily productivity/staffing management, and Medicare breakeven projects. Established an interdisciplinary Surgical Services Review Committee to improve clinical outcomes, reimbursement, cost savings, length of stay, and discharge planning.
- Implemented “Fun with Finance” group and individual leader education to introduce, grow, and support leadership with financial understanding, interpretation, and decision making.
- Increased Net Patient Revenue by 13.2%, 2.7%, 33.7% in 2021, 2020 and 2019 respectively by focusing on volume growth, COVID-19 recovery, patient progression, length of stay, and revenue cycle process improvements around authorizations and denials.
- Net Operating Margin improvement of \$24.2M in 2021, and \$45.5M in 2020 (normalized for additional System Overhead allocations added in 2021 & 2020) and \$26.9M in 2019 compared to 2018.
- Exceeded Net Operating Margin target by \$6.3M or 39.4% in 2021 (only hospital in MultiCare to not receive CARES Act or FEMA funds) and \$8.6M or 27.5% in 2020 excluding CARES Act and FEMA funds of \$6.6M (exceeded by \$15.1M or 48.5% inclusive of federal COVID-19 monies).

**RCCH Healthcare Partners, Brentwood, TN**

**Jan 2013 – Jan 2019**

For-profit health system with 18 hospitals and numerous affiliated physician practices in 12 states

Chief Financial Officer – RCCH Trios Health, Kennewick, WA

Jul 2018 – Jan 2019

Assist with the acquisition and transition of Trios Health from bankrupt Kennewick Hospital District. Direct oversight of Case Management, Contract Management, Materials Management, Information Systems, Health Information (coding & medical records), Business Office (billing & reimbursement), Registration and Scheduling, Accounting, Payroll, A/P, Decision Support, budgeting, and financial reporting functions.

- Significant member of the acquisition and transition team. Boots on the ground coordination with attorneys, interim management, Hospital District Board Members, and corporate team. Consultant for pre-acquisition planning, contract management for completeness and vendor negotiations.
- Plan and execute systems conversions at acquisition to ensure clean cutover of payroll, financial, billing, patient information, and utilities. Managed staffing needs at cutover and on-site contact to assist corporate team.
- Collaborated with corporate resources to manage assignment of payor contracts and ensure collection of old and new AR. Increased collections above acquisition estimate which resulted in an unexpected positive working capital.
- Create, present, and execute short-term and annual strategic planning objectives for growth and operations to move from inherited net operating loss.
- Create 2019 annual operating and capital budgets by department.
- Coordinated and implemented productivity/staffing models by department including a reduction in force within 50 days of acquisition.

Chief Operating Officer/Chief Financial Officer – Ottumwa Regional Health Center, Ottumwa, IA

Jul 2013 – Jul 2018

Direct oversight of Multi-Specialty Physician Practices, Case Management, Pharmacy, Reference Laboratory, Radiology, Radiation Oncology, Plant Operations, Contract Management (including Physician, Payor, and Vendor contracting), Biomed, Materials Management, Dietary Service, Environmental Services, in-house Laundry, Volunteer Services, Information Systems, Health Information (coding & medical records), Business Office (billing & reimbursement), Registration and Scheduling, Accounting, Payroll, A/P, Decision Support, budgeting and financial reporting functions; \$91 million operating revenue.

- Increased EBITDA 111.4% between FY2013 and FY2016 from \$4.6M (5.5% net revenue) to \$9.8M (11.4% net revenue). 2017 increase of 10.6% over prior year.
- Increased Net Revenue 2.1% between FY2013 and FY2016 from \$82.2M to \$86.0M. 2017 net revenue increase of 5.3%.
- Create, present, and execute annual strategic planning objectives for growth and operations, including productivity and staffing ratios.
- Recruit, negotiate contracts, and retain physicians and providers.
- Negotiate contracts, implement, and manage Iowa Medicaid Managed Care Organization (MCO) conversion.
- Participate in Physician Leadership Group to engage physicians, resolve operational concerns, and review service lines for improvement.
- Manage and assist with projects including direct employer contracting, radiation oncology medical director contract with University of Iowa, outreach clinics, retail clinic, college campus clinic, e-ICU, security, remodel construction, telemedicine, lean daily management, high reliability organization, partnerships (including potential JV), hospitalist

program, case management, budget spread, departmental financial reporting, reference lab conversion, systems upgrades, and many more.

- Manage projects and direct resources to implement changes in financial systems and processes to correct extensive Meditech conversion issues.
- Progress from ACFO to CFO and then COO through hard work and results.

Controller, Eliza Coffee Memorial Hospital & Shoals Hospital, Florence, AL

Jan 2013 – Jun 2013

Two hospitals with 536 combined beds.

- Spread topside budget to all departments of two hospitals.
- Acted as Interim Business Office Director managing daily affairs of billing, posting, follow up, and admissions. Assisted with Case/Resource Management.
- Created operation projections, participated in month-end close process, monthly operation reviews with Corporate, and led departmental operation reviews.
- Spent 2 ½ months at sister hospital (Ottumwa Regional) assisting with system conversion issues at the request of Corporate leadership team.

**Teton Valley Health Care, Driggs, ID**

**Feb 2011 – Sep 2012**

A County owned Critical Access Hospital and Rural Health Clinics.

Chief Financial Officer

Led hospital and clinics from the brink of financial disaster to a strong financial position through cash management, revenue cycle process improvement, cost reductions, and by establishing a culture of fiscal responsibility and accountability.

Responsibilities for all financial aspects of the organization with direct oversight of revenue cycle, IT, materials management, payroll, A/P, and accounting. Additional responsibilities include treasury management, financial reporting, and payor contracting.

- Increased self-pay cash collections by 200% in 6 months. Increased days cash on hand by 80 days; from 15 days cash to 95 days while reducing days in accounts payable by 20 days.
- Reduced gross accounts receivable days by 42 days to 88 days and reduce net accounts receivable by 24 days to 54 days.
- Improved operating income by 132%, or \$802K, in first year. Year two improvement of 249%, or \$482K.
- Reduced internal control deficiencies from three Material Weaknesses and three Significant Deficiencies in FY2010 to one Significant Deficiency for FY2011. Deficiency in 2011 was related to a component unit with a separate accounting function.
- Reduced staffing levels in Billing department by 6 FTEs, or 43%, through process improvement, training, and restructuring job duties.
- Developed and implemented patient concern committee to address billing issues and identify process improvements.
- Net revenue increase of \$220K in FY2012 due to comparative pricing study performed; this represents 2% of total net revenue.
- Engaged and trained department heads to create, manage, and be accountable for their budgets.
- Collaboratively worked with providers to reduce transcription costs and improve quality.
- Performed chargemaster review and cleanup to ensure better compliance, reporting, and billing.

**St. Luke's Health System, Boise, ID**

**May 2008 – Feb 2011**

With five hospitals, 834 combined beds, numerous physician clinics, and 9,000 employees, St. Luke's is the only Idaho-based not-for-profit health system and the largest private employer in Idaho.

System Accounting Supervisor, Senior Accountant

- Responsible for Health System financial reporting functions.
- Developed and executed strategy to reduce monthly financial reporting by 15 days.
- Prepared monthly and year-end Health System and subsidiaries financial statements, journal entries, account reconciliations, and various departmental annual budgets; provided research and analysis for variances.
- Supervised and managed Health System accounting staff and workflow. Managed monthly financial closing process.
- Oversight of mergers and acquisitions accounting, community benefit reporting, joint ventures and consolidations accounting.

- Led and managed special projects related to departmental restructuring and process changes to address management's need more efficiently for timely and reliable information.
- Worked with partner organizations and internal departments to ensure completion of projects and daily work.
- Increased Medicare reimbursement by \$215K through Hospital Wage Index project.
- Researched and analyzed technical topics to provide management with appropriate and accurate information for decision making.

**KPMG, LLP**, Mountain View, CA and Boise, ID

**Aug 2005 – Dec 2007**

"Big 4" accounting firm engaged in financial statement audits for SEC registrants and other companies in software, retail, insurance, health care, airline, and not-for-profit industries.

**Senior Audit Associate, Audit Associate**

In-charge and perform financial statement audits; including integrated audits for SEC registrants. Identified and tested internal controls over financial reporting in accordance with Sarbanes-Oxley. Reviewed and analyzed financial statements. Assisted with planning engagement timing, scope of testing, and procedures to be performed. Prepared, executed, and was accountable for engagement budgets. Supervised, managed, and directed workflow and personnel to ensure timely completion of audits. Managed daily professional relationships with clients and engagement personnel at all levels of organizations, including communication and discussion of any issues identified during testing.

**Education**

Eastern Washington University, Cheney, WA

2000 - 2005

Bachelor of Arts in Business

Majors: Accounting, Finance

Minors: Economics, Government

**Professional Service**

- Appointed member of the Hospital Staffing Advisory Committee for Washington State in accordance with bill E2SSB 5236 working with Department of Health, Labor and Industry, WA State Hospital Association, and Unions. September 2023 – April 2024
- WSHA – Washington State Hospital Association Hospital Staffing Law Implementation Task Force. September 2023 – April 2024
- Spokane Regional Crisis Collaborative; behavioral health taskforce. June 2020 – July 2022
- REDI – Regional Emergency & Disaster Healthcare Coalition; Eastern Washington Communities COVID-19 staffing and post patient care continuum response taskforce. June 2020 – July 2022

**Professional References**

Available upon request

# KATERINA LAMARCHE, J.D.

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## EXPERIENCE

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### **Washington State Hospital Association (WSHA)**

Policy Director, May 2022 – Present

- Lead strategy, analysis, position development, and advocacy on state legislation and proposed regulations.
- Develop and maintain relationships with state officials to advance hospital issues and improve health care delivery.

### **Washington State Medical Association (WSMA)**

*Policy Analyst*, March 2019 – May 2022

- Researched and analyzed state and federal law and policy related to physicians and the practice of medicine to advise the WSMA's policy development and legislative advocacy agenda.
- Developed relationships with officials at the local, state, and federal levels to advance physician issues and improve the practice of medicine.
- Represented the WSMA at stakeholder workgroups, including The Bree Collaborative

### **Social Security Administration (SSA)**

*Attorney Advisor (Decision Writer)*, Seattle Hearing Office, Seattle, WA

November 2017 – February 2019

- Reviewed evidence, identified legal issues, and drafted hearing decisions for administrative law judges (ALJs) in compliance with the Social Security Act.
- Developed and presented a continuing legal education training on regulatory compliance for the ALJs and decision writers at the Seattle hearing office. Articulated regulations, explained the technical aspects of appellate review, and provided guidelines on how to ensure compliance with agency policy.

*Attorney Advisor (Regulatory Compliance)*, Appeals Council, Crystal City, VA

November 2014 – October 2017

- Member of a special projects team that used statistical data to evaluate ALJ decisions nationwide for legal sufficiency, and to identify fraud and abuse. Investigated individual judges whose findings deviated from the mean, and authored reports on their decisions' compliance with federal regulations, the Social Security Act, and agency policy. Presented findings and suggested remedial measures to management and agency executive officials.
- Researched statutes, public policy implications, and applicable regulations and procedures when determining the legal sufficiency of cases brought on appeal.
- Drafted analyses and made recommendations to administrative appeals judges on whether to deny review, remand, or take corrective action on ALJ decisions.
  - Disagreement rate between my decisions and final actions of the Council less than 5%.

### **Trust Point International, Washington, DC**

*Contract Attorney*, November 2011 – October 2014

- Audited major healthcare organizations' compliance with Stark Law, Anti-Kickback Statute, False Claims Act, and OIG guidelines as part of government investigations related to Medicare and Medicaid fraud.

**Westchester County Board of Legislators, White Plains, NY**

*Legislative and Policy Analyst, September 2010 – March 2011*

- Analyzed proposed legislation to determine whether each of its parts were consistent with existing state and federal law.
- Prepared comprehensive legislative analyses for sponsoring legislators, and briefed members on how to strengthen proposed legislation in light of legal challenges in other jurisdictions.
- Drafted amendments for proposed legislation consistent with local, state, and federal law.
- Developed and maintained relationships with stakeholders from community and national organizations.
- Prepared briefing materials and drafted policy statements on behalf of legislators.

**Dept. of Veterans Affairs (VA) – National Center for Ethics in Health Care, Seattle, WA**

*Ethics and Compliance Intern, June 2010 – August 2010*

- Performed compliance risk assessments for each of the 42 VA hospitals. Developed and implemented action plans to control or minimize identified risks, and improve healthcare delivery, safety, and efficiency. Presented findings and proposed solutions to the directors of the three NCEHC locations.
- Researched the effects of health information technology (HIT) on doctor-patient relationships and the understanding of informed consent. Authored a comprehensive analysis on how to best implement HIT, which was used in the development of VA hospital handbook guidelines.
- Represented the NCEHC at hospital ethics board meetings, and advised on the legal and ethical implications of patient privacy, confidentiality, and liability policies under review.

**Lawrence and Versnel, PLLC, Seattle, WA**

*Summer Associate, June 2009 – August 2009*

- Drafted memoranda and briefs on case law, HIPPA, and healthcare standard operating procedures as related to litigation on behalf of healthcare providers and organizations.
- Assisted in the preparation and conduction of depositions, and drafted interrogatories.
- Prepared cases by securing and preparing evidence, conferring with witnesses, and participating in court mandated conferences.

**JustServe AmeriCorps, Kent, WA**

*Victim Advocate, September 2007 – July 2008*

- Victim advocate at the King County Prosecuting Attorney's Office's civil and criminal court divisions. Provided crisis intervention; drafted petitions for orders of protection; and interviewed and prepared petitioners for hearings before family court judges.
- Managed felony-level domestic violence cases, in coordination with prosecutors, throughout the development and prosecution of cases.

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**LICENSING, EDUCATION & MEMBERSHIPS**

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**National Women's Advisory Council (SSA), Chapter Vice President, May 2015 – December 2016**

**New York State Bar, Active**

**Pace University School of Law, JD, White Plains, NY, 2011**

- Moot Court Arbitration Team
- ABA Student Representative

**University of Washington, B.A. Psychology, Seattle, WA, 2007**

# Jennifer Brackeen, MHA, FACHE

<https://www.linkedin.com/in/jennifer-m-brackeen/>

## Professional Summary

Strategic and equity-driven leader with over a decade of experience advancing health system innovation, population health, and advocacy. Proven track record of securing funding, building collaborative partnerships, and driving performance across care delivery, community engagement, and policy. Dedicated to improving health outcomes and advancing access for Washingtonians.

## Core Competencies

Advocacy	Government Affairs	Strategy Development	Value Based Care
Financial Acumen	Data Analytics	Community Engagement	Action Planning
Professional Facilitator	Health Equity	Project Management	Quality Improvement

## Career Experience

Washington State Hospital Association

April 2025 - Present

**Senior Director, Government Affairs**

Lead WSHA's payer business practices policy agenda, advances public and regulatory solutions that improve reimbursement, reduces administrative burden, and addresses hospital sustainability.

Summit Pacific Medical Center

July 2019 – April 2025

**Director, Innovation**

Directed population health, advocacy, care management, analytics, and value-based contracts.

- Secured \$10M in Medicaid VBC funding, \$2.5M in federal appropriations, and 900K in state appropriations.
- Launched high-impact programs that reduced emergency department utilization by 50%, lowered A1C and LDL levels in at-risk patients, and drove measurable improvements in population health metrics.

CHOICE Regional Health Network

October 2015 - June 2019

**Director, Programs**

Oversaw the implementation of regional health initiatives across 7 counties.

- Generated \$16M in revenue and improved access for 50,000+ residents.
- Oversaw \$2.3M budget and led multi-sector collaboration on community health initiatives

CHOICE Regional Health Network

August 2012 – October 2015

**Manager, Program**

Led free medical and mental health programs for underserved populations.

- Enabled \$24M in donated care and ensured 48-hour referral completion.
- Raised \$25K annually through community fundraising.

## Education

Master of Health Administration

University of Washington

June 2019

Bachelor of Business Administration

Texas A&M University of Corpus Christi

May 2010