

Pivot, Partner, Perform: A Playbook for Hospital Leaders in Volatile Times

Sponsored by Health Management Associates

Moderator: Jay Shannon, MD, Principal, Health Management Associates

Panelists: **Patrick Burke**
Principal, Health
Management Associates

Rob Ross
Managing Director, Delivery Systems,
Health Management Associates

Teresa Garate, PhD
Managing Director, Health
Management Associates

September 25, 2025



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Panel Objectives

01

Identify key challenges and opportunities in today's environment.

02

Learn strategies for system transformation and long-term resilience.

03

Understand leadership and governance approaches during change.

04

Explore how to build strategic partnerships with community-based and behavioral health organizations.

05

Align operations, care delivery, and finances to improve outcomes.



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HMA Panelists



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Dr. Shannon is a physician leader with more than two decades of executive experience including serving as CEO of Cook County Health. He brings expertise in clinical integration, public health, and guiding health systems through transformation and crisis response.



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Teresa Garate is an experienced and innovative executive leader with over 30 years of experience leading systems change, innovation, and growth in the complex environments of public health, healthcare, public education, higher education, and government.



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Patrick Burke brings more than 30 years of managed care experience across Medicare Advantage, Medicaid, and commercial markets. He has held senior leadership roles in both provider and payor organizations, including serving as COO of Meridian Health Plan in Illinois and VP of Network for Missouri Care.



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Robert Ross is an experienced healthcare executive with expertise in strategic planning, system integration, financial turnaround, and safety-net sustainability. He has held senior leadership roles including CEO of St. Luke's Cornwall Hospital, COO of MedStar Washington Hospital Center, and Regional EVP of Westchester Medical Center.



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Hospital Pressures-"the usuals" and those coming down the pike

- Impact of HR1/OBBBA
- Navigating Reimbursement Revenue Challenges
- Expanding Care in Outpatient Settings to Increase Revenue Opportunities
- Improving Access to (and outcomes achieved with) Community-Based Behavioral Health Services
- Continuing Efforts Addressing Transition of Care Needs



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ABOUT HMA



Our team is more than 900 members strong and growing, with expertise that spans the healthcare industry and stretches across the nation.

HMA experts have vast experience and through skilled analysis, guidance and technical know-how, our consultants help a wide range of clients successfully navigate the healthcare space.

Simply put, no one knows publicly funded healthcare like we do.

900+ Consultants

28+ Offices

We provide unrivaled experience to a wide variety of organizations

Health Systems

Academic Medical Centers

Safety-Net Hospitals

Public Hospitals

Federally Qualified Health Centers (FQHC)

Health Clinics (Rural and Urban)

Independent Physician Practices

State Hospital Associations

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Our people make the difference

Our strength is in our more than **900 multidisciplinary consultants**, and the experience they bring to the most complex issues, problems, and opportunities.



50+ Clinicians

Physicians • Clinical Psychologists • Advanced Practice Nurses • Registered Nurses • Physician Associates • Clinical Pharmacists • Mental Health Counselors • Licensed Clinical Social Workers



30+ Former C-Suite Leaders

Health Systems • Health Plans • Long-term Care Organizations • Physician Medical Groups • Federally Qualified Health Centers • Behavioral Health Organizations • Public Accounting and Actuarial Services Firms • Life Sciences Companies



40+ Former Federal, State, and Local Officials & Senior Advisors

CMS Senior Officials • Congressional Staff and Aides • OMB Leaders • Medicaid Directors • State Commissioners

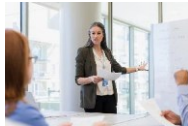
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