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FMG Leading Insights Report
Spring 2025

Leading Healthcare in the AI Era

People strategies to ensure
tech investments deliver

Introduction

For 40 years, our firm has been a trusted partner to healthcare leaders and their organizations. We've been proud to work hand in hand with these firms, helping them harness the power of their people to drive improvements in clinical outcomes, teammate engagement, and profitability.

During these years, we've stood alongside countless healthcare executives and investors, helping them find the way forward amidst mounting industry challenges. This client network has come to include many of the sector's most forward-looking individuals: leaders who wake up every day driven to make their organizations—and, by extension, the larger healthcare system—work better.

Today, these same organizations are hurrying to adopt cutting-edge technologies like AI, arguably the most transformative force the industry has seen in a generation. Those that are successful in this endeavor may bring healthcare within arm's reach of its ultimate promise: a system in which patients, payers, and providers all benefit from significantly improved access and outcomes at a more affordable price.

Unfortunately, these novel technologies will not serve as automated springboards to value creation. Rather, they will only unlock financial, operational, and clinical enhancements among organizations that carefully consider and successfully influence how their structures, systems, and—crucially—team members interact

with these tools. Only leaders that champion this work with an eye trained on highest level strategy will be able to harness the tech to meet their most important goals.

As always, the outcome will depend on the people who make up the US healthcare system—their wisdom, agility, focus, and cooperation. As a firm that has long helped healthcare organizations align and engage their people in change for the better, it is only fitting that we help lead the conversation on the imperative of keeping people front and center in healthcare's technology adoption race.

Our purpose is to expedite the ability of organizations to perform and scale as they seek to transform the healthcare industry with the goal of bringing us closer to a high-quality, sustainable healthcare system.

If your purpose aligns with ours, keep reading. You're one of us.

Dr. Matt Brubaker
Chairman and CEO
FMG Leading

Trends to Watch...
and Watch Out For

A March 2025 study by generative AI platform <u>Writer</u> found that 31% of employees—including 41% of Gen Z workers—admit to "sabotaging" their company's AI strategy by refusing to adopt AI tools. As a result, roughly two-thirds of executives say generative AI adoption has led to tension and division within their organization, with 42% suggesting it's "tearing their company apart."

38%

66%

2023 | 2024
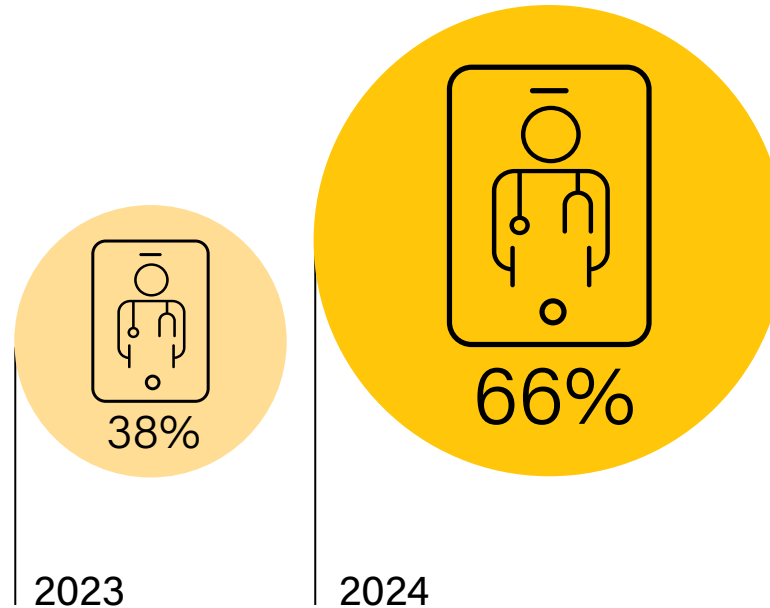
An American Medical Association <u>**survey**</u> published in February 2025 found that 66% of physicians reported using AI in 2024, up from 38% in 2023, but 25% of respondents were more concerned than excited about the tools, illustrating mistrust and change resistance.

In Brief

Healthcare organizations adopting cutting-edge technologies like AI are racing ahead with implementation plans to ensure they don't fall behind in the coming wave of disruption. Unfortunately, many will find themselves in this very position because they haven't factored in how these tools sync with strategy or determined how their people will need to interact with these technologies to get the financial, operational, and clinical results they need.

Such organizations are poised to realize that while their implementations might come in on time and on budget, the underlying breakthrough tech they've adopted has little, or not enough, meaningful impact. This will leave them to contend with the same persistent industry challenges: administrative overload, burnout, and attrition; needed improvements in patient care; financial instability; and more.

To truly take advantage of AI and other advanced tools, healthcare leaders must embrace a new mindset, shifting any vision that includes "technology" to **"humans interacting with technology"**—a more accurate representation that primes leaders to make savvier tech-related decisions.

Successfully bridging an organization's people with new technology frequently requires high-level contextualization and bespoke planning, yet the majority of entities can begin to see immediate benefits by embracing a few key actionable strategies amidst their implementations. They can further benefit from proven human capital best practices that have long helped and continue to accelerate value creation and improvements in patient care.

Healthcare investors and management leaders have a massive opportunity to harness advancing technology as a means of driving transformational and sustainable improvements in their organizations and across the industry, improving outcomes for millions of patients. Meeting this moment will require them to look beyond the technologies themselves with an eye toward synchronizing their tools, organizations, and people.
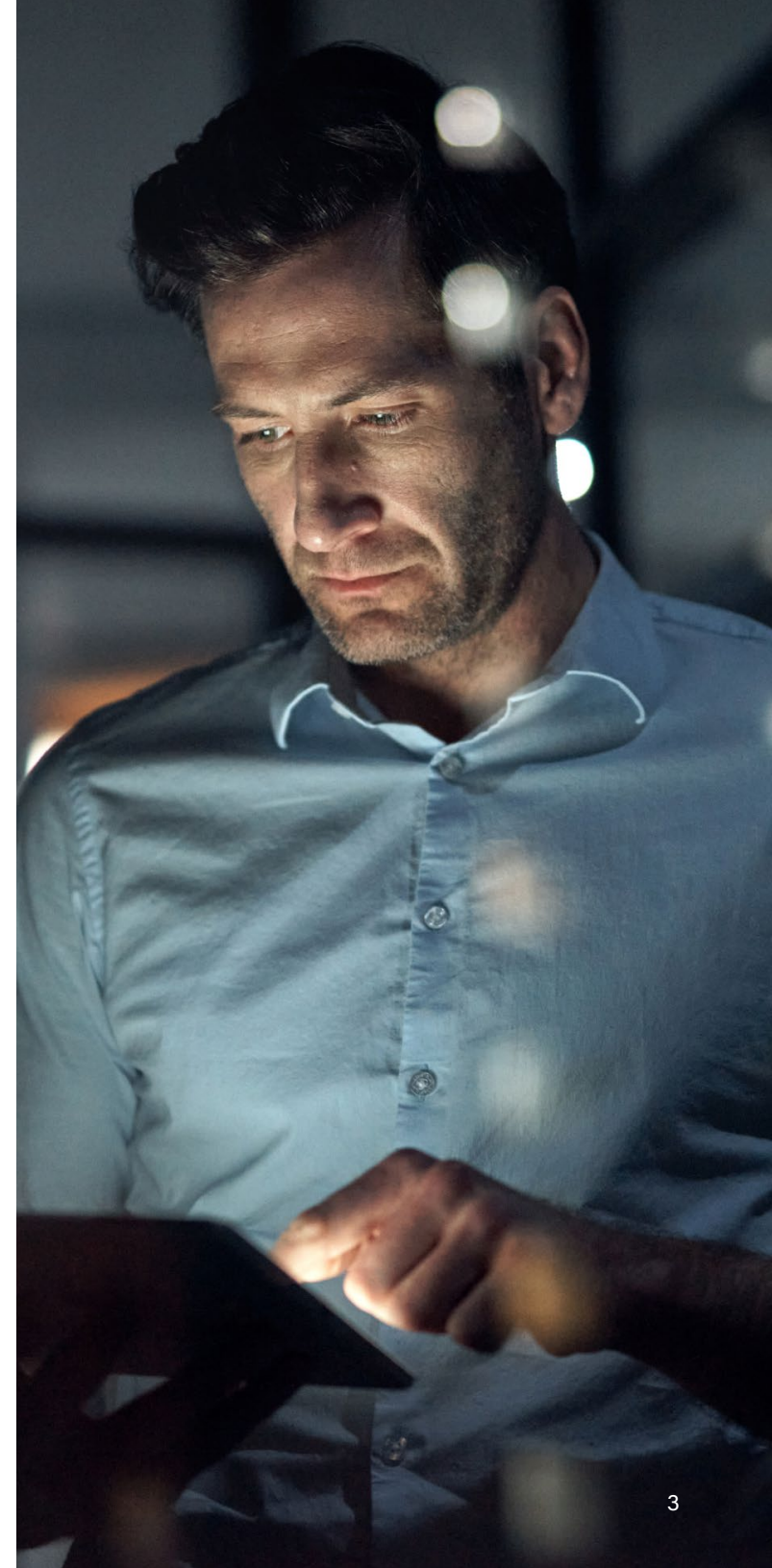
Industry Challenges **Persist**

The healthcare industry has long faced extremely persistent, complex challenges that create roadblocks for organizations seeking to reach key financial, operational, and clinical goals. Such challenges continue to weigh on the minds of healthcare leaders, as FMG Leading clients attested in a survey conducted in the last days of 2024. These partners—executives and investors across the healthcare ecosystem—pinpointed the significant issues keeping them awake at night, many of which they anticipate technologies like AI will help solve.

Healthcare organizations will continue to experience the full brunt of these challenges unless leaders broaden their thinking about how to make their technology investments and AI implementations **work better.**

Industry Challenge 1:

Administrative overload and other workforce issues.

Systemic barriers within healthcare organizations continue to make it difficult for clinicians to work at the top of their license, resulting in reimbursement losses, reduced care access, and high levels of burnout and attrition, which threaten to further destabilize healthcare's shrinking workforce.

"Nurses are more than the heart of our healthcare system—they are its lifeblood, keeping everything in motion. But with more nurses leaving the profession each year, it's clear we must do more than just support them—we must ensure they have the right team and resources around them to succeed."

Tom Kendrot, CEO, Shearwater Health

Industry Challenge 2:

Needed improvements in patient care.

Compared to peer countries across the developed world, the United States spends far more of its GDP on healthcare yet has worse overall performance—a pressing societal issue as well as an industry challenge.

"We spend the most per capita for healthcare and are, what, 15th in the world by way of the healthiest outcomes and far worse in mortality rate. Clearly something's amiss."

**Mamoon Syed,** Chief People Officer, Children's Hospital Los Angeles

Industry Challenge 3:

Financial sustainability and reimbursement.

As the saying goes, "no margin, no mission." Healthcare simply can't deliver on its fundamental purpose without financial sustainability, a significant concern amidst mounting financial pressures from multiple directions.

"Providing comprehensive clinical care in the home is both expensive and resource intensive, but it's what our patients need. Sustaining this level of quality care while maintaining access for patients is a responsibility I take seriously—and one that keeps me up at night."

Jenn Gilchrist, President, HarmonyCares Medical Group
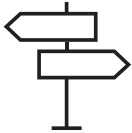
Industry Challenge 4:
Regulatory and legislative changes.

With a new presidential administration in office, healthcare organizations are bracing for potential policy changes that could significantly impact operations and strategy, from potential reforms to Medicare and Medicaid to immigration policies affecting foreign-born healthcare workers.

"We've never been in a scenario quite like this. We are seeing some inklings of positivity on Medicare, but there is still uncertainty. The reality is that the investor world wants some level of pattern recognition of where they believe they can deploy capital and have successful outcomes."

Sonia Milsom, CEO, Oxeon

Industry Challenge 5:
Shift to value-based care.

The transition from fee-for-service to value-based care models continues to be a major focus, but many organizations are struggling with implementation. Notably, they face challenges with achieving financial stability within risk-based models, observe a lack of alignment between payers and providers, and encounter pushback from physicians.

"Paying for value is where healthcare needs to be. The roadmap on how to get there is a little murky, and it's been incumbent on providers to demonstrate value."

Mike Kotzen, CEO, Community Based Care

Industry Challenge 6:
Remote work expectations and fallout.

Generational shifts in thinking accelerated by the pandemic have fundamentally changed expectations tied to where work is performed, necessitating adaptations on the part of healthcare organizations, including the ability to bridge potential telework-related productivity and engagement losses.

"Workers today have an expectation of flexibility and without that benefit, companies stand to lose valued employees. Most organizations became more agile in managing a remote workforce and those that try to move back to traditional workforce work conditions will likely fall behind in the race for talent."

Jon Joffe, Vice President,
Human Resource Operations and Shared Services, Prisma Health

Promising AI and High-tech Use Cases

Clinical Decision Support and Diagnostics

Radiology: rapid detection of abnormalities in imaging and 24/7 interpretation

Pathology: analyses of biopsy slides, leading to faster and more accurate diagnoses

Cardiology: analyses of echocardiograms and cardiac MRI data, offering earlier detection of arrhythmias, heart failure, and valve disease

Personalized and Predictive Medicine

Genomics and precision medicine: more precise genetic profiling, better tailoring treatments for cancer, rare diseases, and chronic conditions

Risk stratification and precision analytics: more accurate identification of patients at high risk for readmission, complications, or disease progression

Administrative and Revenue Cycle Automation

Scheduling: optimized appointment booking that increases patient throughput and reduces no-show rates while prioritizing higher-acuity patients

Billing: automated prior authorizations and medical billing, leading to reduced claim denials

Medical coding and documentation: transcription enhancements that assist in clinical documentation, reducing clinicians' administrative burden

Virtual Care and Telehealth

Chatbots and symptom checkers: enhanced initial patient triage

Remote patient monitoring: automated observation assistance to help manage chronic conditions

Behavioral health: virtual therapy and support, and enhanced identification of critical symptoms

Supply Chain and Hospital Operations

Inventory management: medical supply chain optimization, reducing waste and ensuring essential supplies are stocked efficiently

Patient flow: admission and discharge predictions that optimize bed utilization and reduce wait times

Global Health Trends and Actions for 2025

Trends impacting healthcare organizations' strategies in 2025

(Percentage of respondents who identified the trend as having a "moderate" or "significant" impact)

Actions that healthcare organizations are preparing

(Percentage of respondents who identified the action as "important" or "very important")

Digital transformation

Trend	%	%	Action
Accelerated digital transformation	90%	78%	Enhance cybersecurity
Adoption of virtual health, digital tools, and connected care delivery	88%	72%	Invest in technology platforms for digital tools and services
Proliferation of generative AI	81%	72%	Invest in transformative technologies
Increasing and escalating cyberattacks	87%	60%	Invest in core business technologies

Workforce

Trend	%	%	Action
External workforce challenges (hiring, talent shortage)	81%	69%	Invest in workforce retention and engagement
Internal workforce challenges (upskilling, retention)	81%	67%	Invest in workforce health, wellness, and mental health
Mental or physical health and employee well-being	81%		

Patient engagement

Trend	%	%	Action
Patient experience, citizen empowerment, and trust	81%	72%	Improve consumer experience, engagement, and trust
Shift toward care delivery in the home	76%	57%	Develop products or services focused on the health and wellness segment of the industry
Affordability issues (out-of-pocket costs)	78%	62%	Invest in virtual care delivery capabilities

Notes: n = 121. C-suite executives from healthcare organizations across Australia, Canada, Germany, the Netherlands, the United Kingdom, and the United States.
Source: Deloitte's 2025 Global Health Care Outlook survey.

A Shift in Thinking:

From "Tech" to "Humans Interacting with Tech"

Technology implementations are, by definition, transformational; they can capture or redesign a process to connect it to other processes more efficiently—an optimization capable of yielding meaningful clinical and financial benefits.

And yet, technologies won't change the underlying mechanics of value creation or care delivery, or the way these imperatives drive strategy. They also won't change workplace norms or human behavior—and, in fact, have the potential to alter organizational dynamics and workflows in ways that create new, unexpected challenges.

Healthcare organizations seeking to take advantage of AI and other advanced tools must deeply understand these limitations and hidden dangers. This is best achieved by embracing a shift in thinking that replaces any vision of technology with **"humans interacting with technology"**—a more accurate representation that primes leaders to make savvier tech-related decisions.

For example, healthcare leaders who deeply internalize the interplay between people and new technologies will more clearly recognize the importance of making strong use cases for adoption, alleviating employees' potential fears, and driving robust change management to combat inertia and resistance. These efforts will prevent entities from joining the ranks of unsuccessful or suboptimal implementations that pervade the healthcare industry.

It's not just technology, it's disruption.

It's not just disruption, it's change management.

It's not just change management, it's leadership.

It's not just a technology problem, it's a human problem.

What's more, leaders who understand how people and technology best work together are better poised to insert their own wisdom and experience into investment and implementation processes. They're more capable of seeing past trendy one-off tools in favor of those that serve as real strategic levers, bringing organizations closer to becoming highly effective, efficient, and sustainable healthcare delivery systems.

Fundamentally, today's transformational moment for healthcare is as rooted in people issues as it is in technology issues, necessitating human capital-oriented approaches that allow organizations to fully maximize the opportunity.

**It's not the technology's ability to work. It's the people's ability to work the technology.**

Actionable Strategies:

Bridging People and Tech

Healthcare leaders who succeed in shifting their thinking —recognizing the essential, often overlooked need to focus on the human beings interacting with new technologies —occupy an enviable position in today's tech adoption race. Yet they continue to require guidance and support to translate their refreshed perspective into tactical approaches. Experts in this space will rightly insist that contextualized analysis and bespoke planning is required to best meet the unique needs of individual healthcare organizations, yet the majority of entities adopting AI and other tools can benefit from the following actionable strategies that help bridge people and tech.

FMG Leading Actionable Strategy:
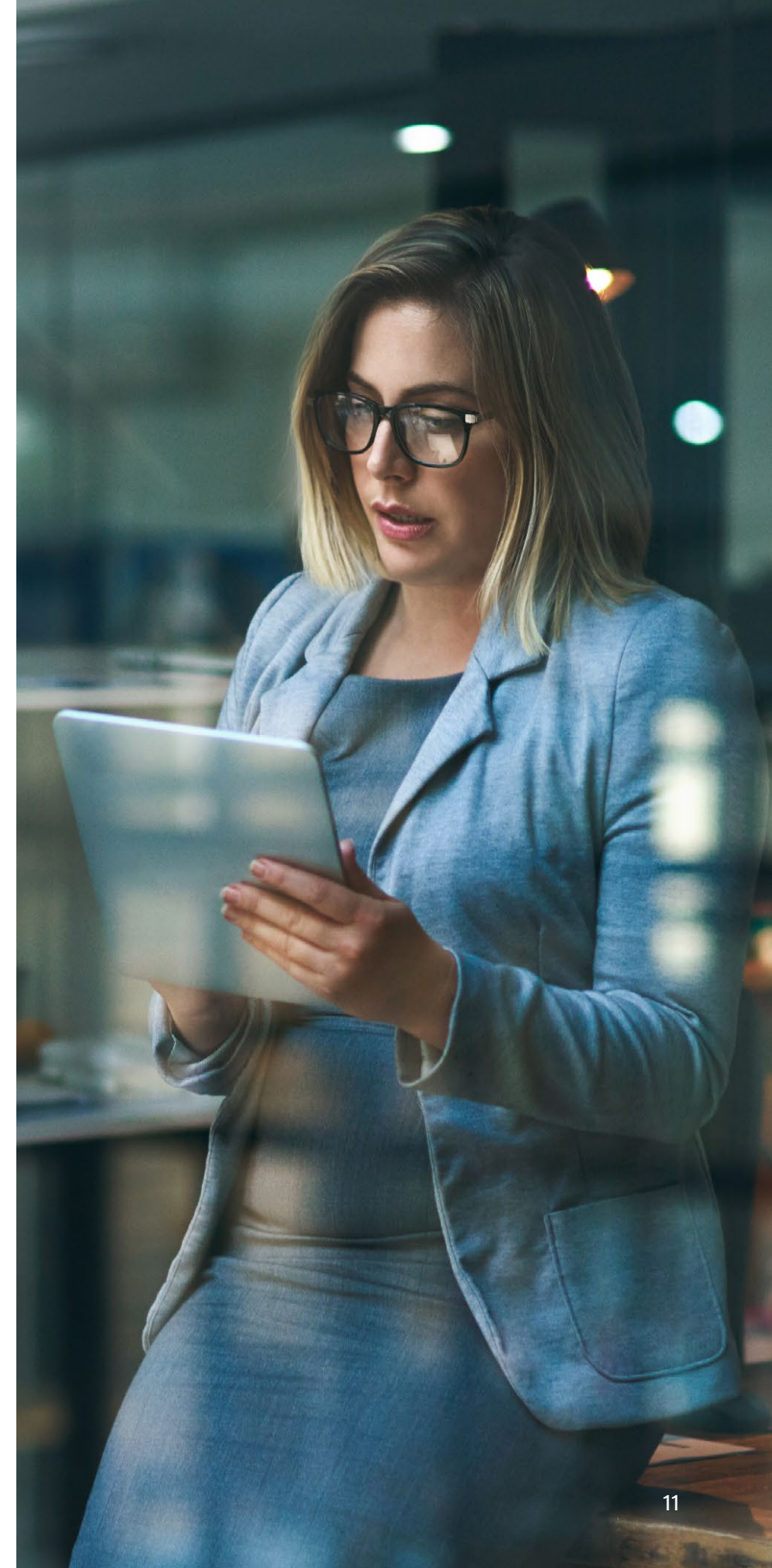
Tell a compelling story about the **"why."**

In order for those working in healthcare to internalize, accept, and fully utilize new and emerging technologies, they need to deeply understand what's driving their organization to adopt them in the first place. This requires more than a one-off email or standard communications cadence; it demands that top leaders deliver a compelling, authentic, consistent narrative that allows their people to believe, comprehend, and appreciate the rationale behind the implementation— **the all-important "why."**

Do

Harness the power of storytelling. Take every opportunity to remind your team why the organization is embarking on this change, focusing on its service to the organization's mission, to help people understand its big-picture impact.

Don't

Tell an AI story. Instead, tell a value creation and impact story that depicts the technology as merely a tool and a means to an end, the end being the creation of value and clinical impact.

Remember

Any blanks in your change narrative will be filled in by your team, whether right or wrong, so be sure to fill in any and all gaps.

Focus technologies on areas of **greatest impact.**

With vendors selling every tech-enabled solution under the sun, healthcare leaders must focus their organizations' attention and resources on tools that matter most from a big-picture perspective. That requires them to identify and select innovations that will have the most meaningful impact on organizational performance and outcomes, taking the strategic lead on these efforts even if they're still educating themselves on the technologies.

Do

Develop a custom rubric to guide your organization's tech investments. Consider impact on quality of care, patient experience, employee experience, financial benefits, and alignment to your organization's strategic goals.

Don't

Allow yourself to be overinfluenced by vendors, peers, and pundits "shouting the loudest" about trending innovations.

Remember

The addition of technology will fix few organizational problems alone. Instead, it should prompt an examination of root causes of processes and structures requiring improvement.

FMG Leading Actionable Strategy:

Make implementation the **starting point**, not the end goal.

While healthcare entities are closely tracking the progress of their AI implementations to ensure solutions are delivered on time and on budget, the work is not in any way complete when the implementation itself is finished. Rather, this juncture marks the starting point at which organizations and teams must focus on realizing key improvements and enhancements in order to make the tech investments worthwhile.

Do

Create measurement systems that capture the implementation's ongoing big-picture impact, allowing data to verify successes, guide potential adjustments, and influence future decision making.

Don't

Overemphasize short-term implementation targets. Stay focused on the organization's most important objectives and communicate them often to your team so they maintain the optimal perspective.

Remember

AI and other technologies only enhance value when they ladder up to organizations' most important goals.

Consider the **systemic impact** of technological changes.

Like many healthcare interventions, technologies have the ability to solve problems while creating new ones. Implementations that don't account for this may leave entities exposed to a variety of unexpected, significant challenges unless leaders are proactive about identifying unforeseen implications and connections and addressing them through tools such as workstream design, communication, and training.

Do

Identify team members who understand cross-functional processes and make sure they are brought into tech implementation projects early with a mandate to ask challenging questions and provide feedback on an ongoing basis.

Don't

Assume work will continue as usual after implementation. New technologies often require shifts in mindset, behavioral changes, and new skill sets to ensure new tech-driven processes are effective.

Remember

Think enterprise over department, keeping top-level strategy, attention, and efforts holistic.

Meet your **people** where they are.

Keep in mind that while top leaders spend extensive time and energy contemplating the wisdom of changes before driving them forward, employees in organizations engaged in transformations are granted little such runway. Intellectually and emotionally, they're playing catch-up with the C-suite and board. As a result, leaders must offer patience, understanding, and highly tailored communication and direction to create and enhance alignment.

Do

Make sure you're conveying transformation information in plain, jargon-free terms that employees across the workforce can understand and embrace.

Don't

Assume people can automatically make space in their days to learn new systems and processes. Consider modifying schedules and targets temporarily to allow your workforce to best adjust.

Remember

AI remains the stuff of science fiction in the imaginations of individuals in the US and across the world. Many harbor real fears of this technology and what it means for their jobs and the future.

Foster organization-wide **change agility**.

Beyond implementing the latest technologies available today, healthcare leaders should be preparing their organizations for ongoing implementations, understanding that new innovations, modules, and iterations will quickly emerge, especially as AI becomes increasingly powerful. These evolutions will require healthcare organizations to shed their legacy cultures of change resistance in favor of change agility.

Do

Create environments that offer employees a strong sense of psychological safety, granting them the license to take calculated risks, engage in innovative thinking, and raise concerns.

Don't

Assume resistance is all bad. Consider it data and use it to identify and prioritize pain points that have the potential to become obstacles and/or limit the positive impact of innovations.

Remember

Resistance to change is real and to be expected. But resistance is greatly diminished when a team can appreciate and see connections between changes, adaptations, and forward progress.

FMG Leading Actionable Strategy:

Stay focused on leading your organization through this **transformational moment**.

With the competing priorities faced by CEOs and COOs, it's tempting for them to delegate much or even all of their tech implementation efforts. Yet the gravity of this moment requires their active participation and leadership across all stages of the adoption work, from shaping the narrative to outlining critical success factors to communicating the importance of the change.

Do

Ensure top leaders openly sponsor and endorse tech and AI evolutions in written communications and town halls, illustrating that changes have the support of organizations' most influential decision makers.

Don't

Fall prey to the risk of "death by papercuts," allowing too many small issues or asks to add up in people's minds. Instead, ensure changes are bundled and organized so they represent the least onerous mental hurdles.

Remember

Today's tech-driven transformations are enterprise issues not IT issues, requiring the leadership of those greenlighting the change.

More Sage Advice
Specifically for Healthcare

Even as leaders greenlight the adoption of high-tech tools, ideally with their people and strategy top of mind, they should continue to pull human-oriented and organizational levers as additional means of driving performance and scale. Though these approaches cycle in and out fashion, with naysayers typically dismissing them as merely "warm and fuzzy," they have consistently demonstrated a direct, measurable, and positive impact on organizations' bottom line.

Healthcare entities in particular benefit from implementing such human capital strategies and people-oriented ways of thinking, outperforming peer organizations in an industry that's become increasingly competitive. This necessitates that leaders internalize their importance and advance plans to utilize them, regardless of their AI investments.
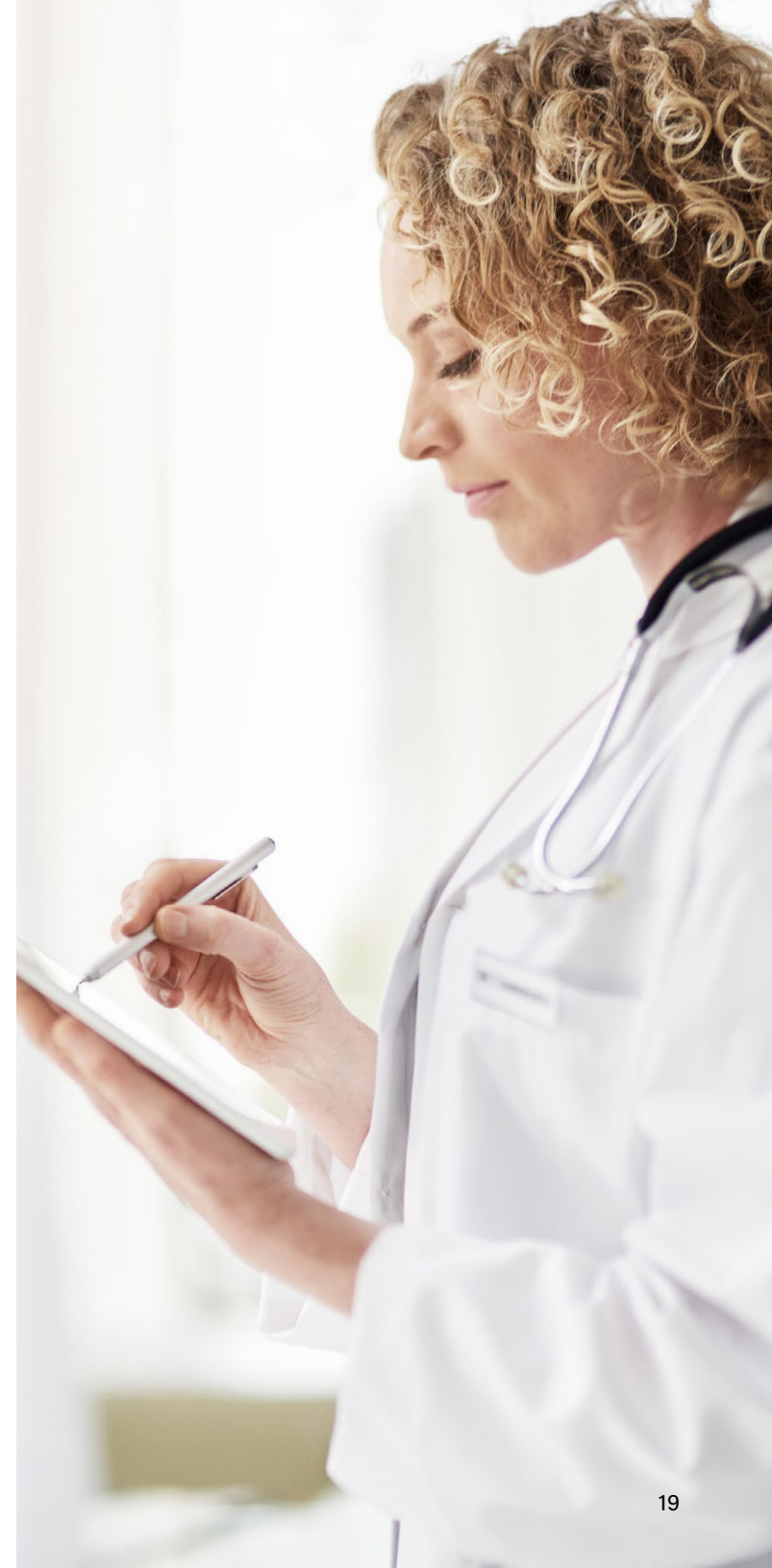
Key **human capital advice** for healthcare leaders

Emphasize sense of purpose.

People who opt to work in healthcare often describe their job as a calling. They're motivated to be of service and provide help to others at a time of need. Leaders and organizations that tap into this sense of purpose see higher levels of engagement among individuals and teams, improving employee retention and productivity.

Keep teams grounded.

Amidst today's constant state of change, it's all too easy for people to lose their bearings, and with that, the ability to prioritize their limited attention and efforts. Leaders can help team members stay highly focused by taking advantage of every opportunity to ask and answer three key, grounding questions:

(1) Who are we?
(2) Where is here?
(3) Where are we going?

Don't fear the "C" word: Culture.

While leaders often mistake "culture work" as individual off-sites and happy hours, these efforts—done well— intentionally shape workplace behaviors to support big-picture strategy. Healthcare leaders that stay focused on their cultures will thus strengthen the ability of their people to meet their organizations' most pressing demands.

Clarity starts at the top.

In an industry like healthcare that must prioritize multiple objectives (i.e., patient outcomes, financial health), it's common for misalignment to create challenges at the very top. Members of healthcare C-suites must ensure they have clarity among themselves in order to advance a clear strategy that people across organizations are equipped to support.

People problems are business problems.

Amidst healthcare's long history of challenges, some have been traditionally viewed as less urgent than others. Leaders accustomed to deprioritizing people issues must quickly reckon with a new reality: challenges centered on human beings are not just people problems but business problems.

Not nice to have, need to have!

Conclusion

For years, the US healthcare system has wrestled with the difficult truth: despite spending more on healthcare than every other high-income country, Americans have worse outcomes, live less healthy lives, and die younger. Advancements in AI and other technologies offer today's healthcare leaders an unparalleled opportunity to champion urgently needed improvements even as they risk separating entities into successful and unsuccessful adopters. Those determined to be among the "winners" must widen the lens they're using to assess today's most promising tech, understanding that its transformative capabilities are not a given. This can only be accomplished through the strength of leaders committed to examining and evolving their organizational systems, care delivery models, people's behaviors, and more, so that they can harness the full power of AI and pave the way for lasting, meaningful, positive change.

FMG Leading **Healthcare Advisory** Team Members

Dr. Matt Brubaker
Chairman and CEO

Dr. Matt Brubaker partners with investors, boards, and CEOs to build high-performing healthcare organizations and help navigate the complex people-related dynamics associated with rapid growth, pivots in strategy, and transformational change. His advisory work focuses primarily on growth strategy, senior team alignment, and enterprise-wide change initiatives.

A recognized thought leader on human capital strategy, Dr. Brubaker's work has been featured in numerous publications including Harvard Business Review, Forbes, The Wall Street Journal, Fast Company, and Private Equity International.

Dr. Brubaker earned a Master of Arts degree in Dispute Resolution at the University of Massachusetts, and a Doctor of Education in Organizational Change (Ed.D.) degree from Pepperdine University. He serves as an Operating Partner at WindRose Health Investors, a New York-based private equity firm, and sits on the boards of JM Search, Traditions Behavioral Health, and Big Sky Bravery.

Will Busch, III
President

Will Busch, III brings nearly 20 years of experience leading human capital projects that drive profitable growth. Over the course of his career, he has led human capital due diligence during buyout transactions, M&A integrations, and organic growth initiatives for public and private companies.

Will's past clients include investment firms, hospital systems, medical device manufacturers, and multi-site services organizations. He brings technical expertise in strategic planning, commercial effectiveness, organizational design, and business model transformation.

Will has held a variety of executive consulting roles at Korn Ferry and Gallup. He also served as Managing Director, Head of Transformation at Tilia Holdings, a Chicago-based private equity firm, where he was directly involved in the deployment of over $90 million in capital.

Will earned a Master of Business Administration from the Kellogg School of Management at Northwestern University and his Bachelor of Business Administration from Tennessee State University in Nashville, Tennessee.

Addam Marcotte
Managing Principal

Addam Marcotte focuses on helping healthcare services and private equity-backed healthcare organizations achieve rapid scale and improve business outcomes across a range of key performance indicators. He creates value by advising on large-scale change, strategic alignment, team development, and culture change. He often interfaces as a strategic advisor between board-level or private equity sponsors and portfolio company executives.

Clients that have benefited from Addam's advisory experience include: Surgical Care Affiliates, OB Hospitalist Group, Children's Hospital Los Angeles, Seattle Children's, Optum Health, Community Veterinary Partners, Center for Autism and Related Disorders (CARD), BrightHealth, Hackensack University Medical Center, DaVita Clinical Research, Sound Physicians, UCLA Mattel Children's Hospital, New Capital Partners, Cortec, WindRose Health Investors, Jadian Capital, Gryphon Investors, and Waud Capital Partners.

Addam earned a Bachelor of Arts in Political Science from Davidson College, and a Master of Science in Organization Development (MSOD) from Pepperdine University's Graziadio School of Business.

FMG Leading **Healthcare Advisory Team Members**

Jennifer Perry
Managing Principal

Jennifer Perry has deep experience in helping healthcare organizations and their private equity backers address priorities like strategic planning and execution, large-scale change, team development, and leader quality. By leveraging the strengths of people and translating goals into action, she has helped world-class healthcare enterprises drive transformational growth and sustainable change.

Jennifer's client list includes such organizations as UC San Diego Health System, Sound Physicians, Children's Hospital Los Angeles, Surgical Care Affiliates, and Catholic Health Initiatives.

A former healthcare industry leader, Jennifer spent more than 10 years supporting and overseeing efforts tied to corporate strategy, market research, business development, leadership development, and governance. She previously worked at St. Joseph Health System as SVP Organizational Effectiveness and Strategic Planning, and as a Senior Manager with Deloitte Consulting serving the healthcare and insurance industries.

Kate Katz
Principal

Kate Katz serves as a trusted organizational advisor for a variety of healthcare entities. Working closely with executive teams, she designs new organizational structures and processes, leads transformation programs to broaden access to high-quality clinical care, and helps improve workplace cultures.

Notably, Kate led a change program for a revenue cycle improvement initiative at a $5 billion healthcare system, resulting in more than $100 million in yield improvement. Kate also leveraged change management and leadership development strategies to successfully implement ambulatory clinic innovations across more than 25 medical specialties for a $1.4 billion academic medical center. In addition, she led a change program for a $2 billion public health system, supporting their successful transformation journey back to financial stability.

Kate joined FMG Leading from the consulting firm Huron where she served as a Healthcare Principal and led the organization's Healthcare Change Management and Leadership capability. She holds an MA, Professional Practice in Organization Development, Healthcare and Healthcare Education from Middlesex University in London.

Shaine Helsloot
Principal

Shaine Helsloot is a relationship-focused leader and executive advisor with a background in strategic change and human capital performance. She has over two decades of experience supporting healthcare leaders and organizations through enterprise transformations and constant evolution.

Shaine focuses on tapping into the potential of leaders, teams, and organizations by inviting management and boards to think creatively about strategic change and the human capital capabilities required to support successful transformation. Her client list includes a range of healthcare organizations, including Children's Hospital Los Angeles, Synapse Health, Optum, Ivy Rehab, and Southern Veterinary Partners.

Shaine previously led curriculum design and healthcare-focused strategy efforts for The Healthforce Center at The University of California, San Francisco, where she built expertise and experience in clinical leadership design and execution. Shaine holds a Bachelor of Arts in English from George Washington University and a Masters in Organization and Leadership from the University of San Francisco.

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About FMG Leading

FMG Leading is an advisory firm that partners with leaders and investors on a mission to make the healthcare system work, better. Its trusted advisors bring together management and key stakeholders to engage with critical people-centric levers that drive change and impact, helping address what's broken and imagining different, better ways of enabling organizations to achieve their full potential.

Visit us at **www.fmgleading.com.**