

Stephen Maxwell, Senior Financial Manager of the University of Michigan Cardiovascular Center (CVC)

Mr. Maxwell received his bachelors degree from Michigan State University and a masters degree from Troy University. Prior to entering the healthcare field Mr. Maxwell worked in banking, and budgeting and strategic planning for the US Air Force. Mr. Maxwell's healthcare experience includes progressively responsible positions within the accounting and finance departments of community hospitals in Florida and Michigan, a multi-hospital health system in Texas, and the University of Michigan.

Mr. Maxwell's professional interests include cost accounting, productivity, and utilization management. He specializes in partnering with clinicians to assist them in better understanding practice patterns and their impact on the institutional financial structure. Mr. Maxwell built the business model for a \$220M investment for the first new hospital built in metro Detroit since 1986. He managed the financial reporting and budgeting for over 400 departments covering \$550M of net revenue and over 3,850 employees. He is currently working on a revenue sharing model that has the potential to eliminate the economic incentives that cross medical school departments in an academic health setting.

Mr. Maxwell is married and has three children. He enjoys camping and water sports.

Robert Keast, Administrator of Cardiovascular Medicine for the University of Michigan Health System.

Mr. Keast received his undergraduate degrees as well as clinical training in Nuclear Medicine Technology at the University of Iowa. He also holds a Masters in Business Administration from Olivet Nazarene University. Mr. Keast's career in healthcare spans more than 22 years and has included roles in direct patient care, clinical and basic science research, teaching, and administration. He has served as an Adjunct Assistant Professor of Radiology at the George Washington University School of Medicine and Health Sciences in Washington, D.C., in administrative roles in Nuclear Medicine and Radiology at the University of Chicago, as the administrator for Pulmonary and Critical Care Medicine at the University of Michigan Health System, and for the past 8 years as administrator for Cardiovascular Medicine at that same institution.

Mr. Keast's professional interests include the optimization of patient care, as well as staff development and productivity. He has authored several abstracts and articles, including two focused on the use of shelf-price agreements in negotiating for high-cost supplies used in electrophysiology and interventional cardiology which resulted in a cumulative savings in excess of \$6M over the course of the contract. He is an active participant in several professional organizations, including the Medical Group Management Association, Administrators in Internal Medicine, the American Academy of Medical Administrators, the American College of Cardiovascular Administrators, and the American College of Health Plan Management.

Mr. Keast is married and has three sons. He enjoys outdoor activities, woodworking, and winemaking.