

CIO Connect





in a Transformative World

As an aspiring or newly appointed healthcare CIO, you hold the key to driving innovation and digital transformation in healthcare. But navigating the complexities of this dynamic field can be challenging.

Beginning July 2024, CIO Connect is an exclusive, cohort-based, 9-month program limited to 50 participants and designed to address the unique challenges and opportunities that healthcare CIOs face, through a combination of virtual and in-person learning opportunities including webinars, workshops, forum discussions, networking, and mentorship.

Why CIO Connect:

Gain access to an exclusive network of established healthcare CIOs and C-Suite executives, allowing you to learn from their experiences, exchange ideas, and build valuable relationships that can propel your career forward.

Be part of an immersive learning experience with curriculum curated and delivered by industry-leading CIOs, and gain hands-on, practical learning on topics including leadership, digital health transformation, cybersecurity, and patient-enabled care. Learn how to prioritize and adapt when things go off plan and gain the recognition and credibility of completing a program alongside other industry-leading peers.

Access a curated set of assets including books, case studies, whitepapers, and HIMSS Global Conference session recordings, from top healthcare organizations and leaders that outline best practices and the latest globally trending topics to stay ahead in the rapidly evolving healthcare technology landscape.

Why HIMSS:

HIMSS (Healthcare Information and Management Systems Society) is a global advisor, thought leader and member-based society committed to reforming the global health ecosystem through the power of information and technology. As a mission-driven nonprofit, HIMSS offers a unique depth and breadth of expertise in health innovation, public policy, workforce development, research and digital health transformation to advise leaders, stakeholders and influencers across the global health ecosystem on best practices. With a community-centric approach, our innovation engine delivers key insights, education and engaging events to healthcare providers, payers, governments, startups, life sciences and other health services organizations, ensuring they have the right information at the point of decision.

HIMSS has served the global health community for more than 60 years, with focused operations across North America, Europe, the United Kingdom, the Middle East and Asia-Pacific.



Program Overview:

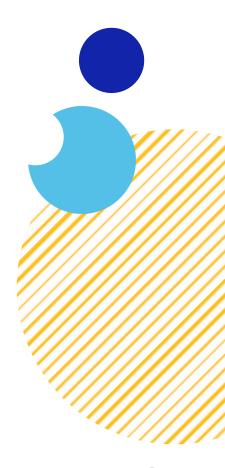
The healthcare IT industry is a growing industry that is experiencing rapid digital transformation. The PwC Pulse Survey¹ reveals that digital transformation is a critical growth driver for executives, and more than half of CIOs are accelerating their digital transformation initiatives. Furthermore, the top priority for CIOs is to refine their operating model to be more agile. In terms of political factors, the healthcare industry is highly regulated, and policies related to data privacy and security could impact the adoption and implementation of healthcare IT solutions. From an economic standpoint, the healthcare industry is under increasing pressure to reduce costs and improve efficiency. As such, solutions that can help organizations achieve these goals are likely to be in high demand.

Socially, patients are increasingly taking an active role in managing their health, which is driving the adoption of digital health solutions. The COVID-19 pandemic has also accelerated the adoption of telehealth and remote patient monitoring solutions.

From a technological standpoint, the digital health ecosystem is rapidly evolving, and there is a need for healthcare organizations and its leaders to stay up to date with the latest technology trends to remain competitive. The proposed program, which focuses on key topics such as digital transformation and healthcare analytics, is well-positioned to address these technological challenges and support the needs of the market.

The provided market data suggests that there are over 62,342 chief information officers currently employed in the United States, and a significant percentage of these CIOs are actively pursuing digital transformation initiatives.

Through our program, HIMSS provides worldclass education and training that is recognized for multiple types of clinical and non-clinical continuing education. Our content is created following the principles of adult education, CE-eligible content is peer-reviewed, without commercialism or bias. Our vast network of volunteers around the world, specifically, the Global Health Conference Education Committee and Professional Development Committee, excel at creating educational programming that is highly relevant and timely. In addition, our content is structured to accommodate the way adults learn. Learning objectives are aligned to Bloom's taxonomy to help ensure that the transfer of knowledge has occurred.



Program Objectives & Features:

Our immersive experience will provide you with access to exceptional education, expert faculty, resources, and opportunities that leverage HIMSS' extensive volunteer network to help amplify your executive acumen as you learn alongside others.

Program Objectives:

- Improve the effectiveness of healthcare CIOs: By delivering exceptional education to current and emerging healthcare CIOs today, smart organizations are leveraging critical talent by preparing them to realize better outcomes, reduce costs, and improve the quality of care for patients.
- Foster innovation and transformation in healthcare organizations: By providing a deep understanding of critical topics, such as digital transformation and organizational leadership, organizations can build a culture of innovation and stay ahead of industry trends to deliver better outcomes for patients.
- Enhance your organization's talent pool:
 By investing in the development of talent,
 organizations can nurture existing talent by
 retaining top performers in the healthcare IT field.

- Increase organizational efficiency and reduce costs: By gaining a deep understanding of the myriad of topics in the healthcare IT setting today, organizations are better positioned to achieve financial goals while delivering exceptional value to patients.
- Build a network of healthcare IT professionals:
 By providing educational opportunities that focus
 on the very real challenges and opportunities
 amplified by our faculty, attendees can expect in
 return, an opportunity to build a network of peers
 invested in harnessing the power of technology
 through ongoing support and professional
 development opportunities.

Program Features:

- Curriculum: Join a cohort of your peers for a 9-month long curriculum that supports both virtual and in-person opportunities.
- Experience: Participate in a 2.5-day, in-person event that leverages multiple ways to engage and develop critical skills needed specifically for aspiring and newly promoted CIOs.
- Networking: Access to virtual and in-person networking opportunities with CIOs and other members of the C-suite, including a complimentary registration to the 2025 HIMSS Global Health Conference.
- Resources: Publications, whitepapers, case studies, HIMSS Global Health Conference session recordings and more.

Curriculum Explanation:

How did we select our topics?

- Based on a rigorous process that involved interviews, focus groups, survey data, industry publications, and formation of an experienced HIMSS CIO Advisory Board, topics were selected that represented the very real challenges and opportunities faced by CIOs globally. By organizing learning based on four broad categories which allows flexibility across many sub-topics, participants in CIO Connect can be assured of receiving the most up-to-date curriculum of applied topics that will position the CIO to take actionable steps quickly.
- HIMSS is no stranger to creating compelling, peer-reviewed education and programming. Our content follows a proven methodology to ensure that content meets the needs of the adult learner. Our CE-approved content is commercial-free and unbiased, and we use multiple learning modalities to reinforce our content. We base our educational programming on the adult learning theory developed by Malcom Knowles, a leader in adult education theory, who described adult learners;" as "self-directed" having a "readiness to learn", and where adult learning is enhanced by personal and professional experiences.²



Virtual Program Curriculum:

Day	Time	Session Title	Summary Description	Learning Objectives
July 11, 2024	1:00 pm - 2:30 pm CDT	Welcome and Orientation		
July 18, 2024	1:00 pm - 2:00 pm CDT	Harnessing the Power and Promise of AI: A CIO's Guide	With the continued drive to realize digital health transformation globally, responsibly leveraging the data generated to positively impact patient care is both a benefit and a responsibility. But doing so requires an understanding the power that artificial intelligence brings to the bedside and beyond while using the insights in a responsible way.	 Realize the power and potential of Al in healthcare today. Examine the challenges and opportunities when driving outcomes that leverage Al. Develop a plan that both informs and educates the organization on responsible use of Al. *Plus, bonus content and self-study materials
August 15, 2024	1:00 pm - 2:00 pm CDT	Developing a Scalable Digital Blueprint that Serves a Community at Risk	Parkland Health, in collaboration with Dallas County Health & Human Services (DCHHS) and Parkland Center for Clinical Innovation (PCCI), earned the HIMSS 2022 Public Health Davies Award. They did so because of their outstanding achievement for the use of healthcare information and technology to substantially improve patient outcomes and value within the public health arena. Their infrastructure strategy, which supports a digital capacity that addresses the wellness, public health, and health-related insecurities of the 2.6 million residents of Dallas County, serves as a model for digitally transforming community health and provides a scalable blueprint for modernizing public and community health data for the entire healthcare ecosystem.	1. Explain the infrastructure requirements that contribute to building digital capacity. 2. Dissect the technology environment that Parkland Health created to digitally transform community health. 3. Analyze outcomes achieved through Parkland Health's infrastructure investment. *Plus, bonus content and self-study materials
October 17, 2024	1:00 pm - 2:00 pm CDT	Navigating the Future of Telehealth	Delve into the rapidly evolving landscape of telehealth and its pivotal role in shaping the future of healthcare delivery. As technology continues to revolutionize the way healthcare is accessed and administered, CIOs are at the forefront of driving innovation and ensuring seamless integration of telehealth solutions into existing healthcare systems.	 Discuss how telehealth is poised to revolutionize primary care. Outline opportunities to improve accessibility, efficiency, and patient-centered care. Describe how retail health will leverage telehealth as a key component of its service offerings. *Plus, bonus content and self-study materials



Day	Time	Session Title	Summary Description	Learning Objectives
November 21, 2024	1:00 pm - 2:00 pm CDT	Harnessing Data Science as a Strategic Imperative	As more organizations achieve the pinnacle of true digital health transformation, the growth of data will continue as encounters occur. Harnessing the power of data, leveraging it, and turning it into data-driven insights represents a strategic imperative. Understanding both the power and the potential of data across the healthcare IT function serves as a connection point for those supporting the work occurring at the bedside.	 Discuss the data science discipline, including Al and ML, and how it relates to healthcare. Examine healthcare-specific examples of applying Al and ML methodologies in the care delivery process. Create an orientation plan for the health IT area to become familiar with the power and possibilities of data science. *Plus, bonus content and self-study materials
December 19, 2024	1:00 pm - 2:00 pm CDT	Ensuring Organizational Compliance with All Aspects of Cybersecurity Protection	As hospitals experience increased cybersecurity threats from sources both internally and externally, creating competencies among staff across all levels is paramount: no longer is protecting information security assets the responsibility of one area but rather all employees have a vested interest in protecting organizations from cybersecurity risk.	 Identify the scope and breadth of cybersecurity needs across the enterprise. Examine the ways that healthcare employees from all areas can contribute to the protection of assets. Create a data protection assets checklist that can be incorporated into routine employee orientation. *Plus, bonus content and self-study materials
January 16, 2025	1:00 pm - 2:00 pm CDT	Creating Work-life Balance: Ensuring Your Personal Best When Life and Work Coincide	Work-life balance can mean different things to different people: it is dependent upon one's stage in both their personal and professional life. As an aspiring CIO, balancing the pressures of a thriving and vibrant health information technology function can be downright exhilarating, and exhausting, at times. By not creating a sound work-life balance, trouble may be on the horizon.	 Examine the meaning of "work-life balance" as related to health information technology environments. Develop your own set of values that identify your areas of priority, both personally and professionally. Produce a roadmap that aligns your values, along with priorities, while balancing your professional demands. *Plus, bonus content and self-study materials
February 20, 2025	1:00 pm - 2:00 pm CDT	Addressing the Great Resignation with a Focus on Workplace Health and Well-being	Ensuring the well-being of those who care for our patients is both a moral obligation and a professional responsibility. It is simply the right thing to do. The "Great Resignation" phenomenon, which the U.S. Department of Labor (2022) characterizes as "record job quitting during the pandemic", have reshaped how health and care are delivered forever in both a positive and a not-so-positive way. We must address the barriers and limitations within our own organizations to ensure that CIOs and others are doing all they can to protect the well-being of all staff.	 Identify examples of the current state, and impact, of the great resignation in healthcare. Examine the top areas of focus when creating a plan of action to support workplace health and well-being. Construct a plan that incorporates employee feedback to address employee happiness, a greater sense of belonging, and improved retention rates. *Plus, bonus content and self-study materials
March 2 - 3, 2025		Wrap-up & Celebration	Recognition at the Provider Executive Summit Private graduation reception at HIMSS25 Global Health Conference	

San Antonio In-Person Curriculum:

Day	Time	Session Title	Summary Description	Learning Objectives
September 24, 2024	5:00 pm - 5:15 pm	Welcome Remarks and Introduction		
	5:15 pm - 6:00 pm	Creating a Digital Health Ecosystem Globally: Industry Trends with a Vision of the Future	As a global advisor, thought leader, and member-based society committed to reforming the global health ecosystem through the power of information and technology, HIMSS is at the very forefront of health information and technology initiatives globally. Reflecting on industry trends that drive our future vision, HIMSS uses a community-centric approach, through our innovation engine, to deliver key insights, education, and engaging events to stakeholders globally, ensuring they have the right information at the point of decision.	 Appraise the full impact of HIMSS' mission and vision across the global digital health ecosystem. Analyze the current trends shaping our industry that provide opportunities, and challenges, to CIOs globally. Assess the future vision of health information and technology as described by HIMSS and our partners globally.
	6:00 pm - 7:00 pm	Creating Resilience and Authenticity to Lead in an Everchanging Technology Environment: Leadership Lessons for the CIO	Uncertain times require flexibility, adaptability, and creativity, particularly within a technology function. Too often, events that impact a project team can create a debilitating effect on project participants, not to mention project goals. However, the CIO who creates an environment that expects the unexpected, and develops coping strategies to handle these issues, will earn the respect of team members and peers alike when encountering turbulence to the IT function.	 Examine the pressures of the IT function that create an environment of uncertainty. Analyze techniques designed to create a resilience capacity among team members. Prepare a plan that develops adaptability and resilience in an ever-changing workforce.
	7:00 pm - 8:00 pm	Welcome Reception		
September 25, 2024	7:00 am - 7:40 am	Breakfast		
	7:45 am - 8:00 am	Welcome and Review of the Day Ahead		
	8:00 am - 9:30 am	The Art of Building Dynamic Budgets - Group Exercise (Part 1)	Building a budget is essential for CIOs to effectively manage financial resources, align IT spending with organizational objectives, and make informed decisions that drive business success.	 Outline how to optimize resource allocation. Discuss how to control costs and ensure financial sustainability. Describe how to support strategic initiatives and innovation within their organizations.



Day	Time	Session Title	Summary Description	Learning Objectives
September 25, 2024	9:30 am - 10:30 am	Al Integration in Healthcare: A CIO's Guide	With the continued drive to realize digital health transformation globally, responsibly leveraging the data generated to positively impact patient care is both a benefit and a responsibility. The session will delve into the fundamental considerations for CIOs when embarking on the journey of Al integration, including assessing organizational readiness, identifying suitable Al use cases, and understanding the ethical implications of Al in healthcare.	 Realize the power and potential of Al in healthcare today. Examine the challenges and opportunities when driving outcomes that leverage Al. Develop a plan that both informs and educates the organization on responsible use of Al.
	10:30 am - 10:45 am	Break		
	10:45 am - 11:45 am	Powering a Data-Driven Transformation: The People, Process, and Culture	Positioning the culture of an organization to realize the power of data-driven outcomes requires an "all hands-on deck" approach: processes must be established to create an environment where data is used as a means to improve patient outcomes, operations, and care delivery innovations. Acquiring data from multiple sources requires discipline, tenacity, and the desire to ensure its usability to improve administrative, clinical, financial, and operational aspects of care delivery.	 Examine the power of establishing a culture driven by data-fueled outcomes. Classify the various categories of data and their contributions to big data. Realize the application of predictive analytics in the healthcare setting.
	11:45 am - 12:45 pm	Lunch		
	12:45 pm - 1:45 pm	The Power of Partnership: Actively Engaging Clinicians in the Digital Health Transformation Journey	Healthcare requires an inter- disciplinary approach that spans across the digital health ecosystem. Traditionally, physicians and nurses have always closely aligned their respective specialized expertise and work practices for the best patient and business outcomes. Despite the best of intentions, these disciplines will periodically turn inward to accomplish their goals, making a reset necessary to reestablish a collaborative working relationship.	 Confirm the approach that has been used to engage clinicians across the Enterprise in digital health transformation practices. Appraise the benefits of establishing inter-disciplinary professional relationships that can positively impact the work of digital health transformation. Discover best practices among organizations that have included clinicians from multiple disciplines in the planning and implementation of digital health transformation priorities.

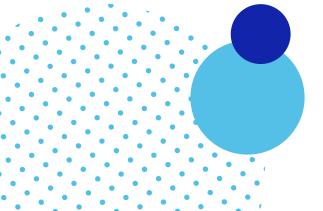
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Day	Time	Session Title	Summary Description	Learning Objectives
September 25 2024	1:45 pm - 2:45 pm	Project Portfolio Management: Creating a Culture of Discipline	Leveraging existing IT talent and resources to drive digital health transformation is critical in today's technical environment. Not doing so will invoke risk and exposure in the CIO's overall ability to inspire true transformation that positively impacts patient care. Adopting a project portfolio management posture will bring focus to IT imperatives through a sound governance structure that will ensure scarce IT resources have an understanding of the IT function's project portfolio.	1. Examine the importance of a project portfolio management competency that drives IT .governance. 2. Identify ways to establish a culture of IT discipline that will enhance operational efficiencies in IT. 3. Review a case study that illustrates a successful, metrics-driven approach to establishing project portfolio management.
	2:45 pm - 3:00 pm	Break		
	3:00 pm - 5:15 pm	The Art of Building Dynamic Budgets - Group Exercise (Part 2)	Teams come back to together and present the budgets they did this morning to the team. Each team is given time to present and then the group provides feedback and discussion.	
	5:15 pm - 5:30 pm	Wrap-up and a Look Ahead to Day 3		
September 26, 2024	7:00 am - 8:00 am	Breakfast		
	8:00 am - 8:15 am	Welcome and Review of the Day Ahead		
	8:15 am - 9:15 am	Developing a Strategic Vision that Drives Digital Health Transformation: A CIO's Guide	Successfully navigating the digital health ecosystem requires both a mission and a vision statement. While most often a mission statement originates from the enterprise perspective, the successful CIO creates a strategic vision that leverages the mission statement to create a strategic path forward. When done correctly, the CIO will have the blueprint needed to create strategic partnerships and relationships that will serve as the basis for an engaged and energized IT team.	 Examine the differences between mission and vision statements. Identify the five components of a strategic vision statement. Develop a plan to create and communicate one's own strategic vision statement.

Day	Time	Session Title	Summary Description	Learning Objectives
September 26 2024	9:15 am - 10:15 am	Mastering Communication for Leadership: Strategies for Effective Presentations and Board Engagement	Whether communicating with the executive team to secure buy-in for IT investments, collaborating with department heads to understand their technology needs, or translating technical jargon into layman's terms for non-technical staff, adept communication fosters clarity, collaboration, and cohesion within the organization. Furthermore, it empowers CIOs to bridge the gap between technical expertise and strategic leadership, driving innovation and digital transformation initiatives forward while fostering a culture of transparency and trust.	 Describe why effective communication skills are important for CIOs. Discuss how to create a short, but impactful presentation. Share examples of communication practices and their impact.
	10:15 am - 10:30 am	Break		
	10:30 am - 11:30 am	Implementing a Culture that Rejects Bias: Leveraging Best Practices for Today and Into the Future	With different types of bias, whether they be inherent, explicit, or implicit, or other types, healthcare stakeholders must be aware of the challenges bias can cause to stakeholders across the enterprise. Operationalizing data justice with support from the executive suite to all areas of the enterprise is critical to ensuring that an inclusive and equitable approach to the care delivery process, and beyond, is in place.	 Evaluate the types of bias that are inherent in the care delivery process today. Analyze best practices that are designed to reduce bias towards stakeholders in a healthcare setting. As a broad group, construct a plan that reduces multiple types of bias that can occur in a patient care journey.
	11:30 am - 12:30 pm	The Secret to Vulnerability Management in Healthcare	Proactively managing and remediating vulnerabilities and threats is critical to minimizing cybersecurity risk across the organization. Many healthcare organizations face unique challenges which may currently be preventing them from significantly reducing their current backlog of vulnerabilities. These vulnerabilities represent risk to the organization and must be adequately acknowledged in order to reduce the overall risk to the organization and to the CIO, who is ultimately accountable for the systems and software in use in the organization.	1. Highlight some of the unique challenges associated with healthcare environments. 2. Review some of the helpful practices that are not the ultimate solution to vulnerability management but can help reduce risk and prioritize efforts. 3. Identify common controls that can be used to reduce risk for vulnerabilities which cannot currently be fixed. 4. Discuss the secret to longterm, proactive management of vulnerabilities.
	12:30 pm - 1:30 pm	Lunch		



Day	Time	Session Title	Summary Description	Learning Objectives
September 26, 2024	1:30 pm - 2:30 pm	Transforming the Care Delivery Process: Creating a Hospital at Home Strategy	As a concept that began to emerge prior to the start of the COVID-19 pandemic, hospital-at-home programs are becoming more commonplace. Ensuring that the needs of the patient are balanced with clinical and technical considerations can be both a challenge and an opportunity if planning has been less than effective. While the care delivered in the home can be transformational to the patient, there are best practices that have been identified by organizations that have implemented a Hospital@Home program to scale.	 Express strategic components needed when designing a Hospital@Home program. Examine various use cases to amplify the types of modalities that work favorably in a Hospital@ Home program. Determine next steps in establishing, or updating, an organization's Hospital@Home strategy.
	2:30 pm - 3:30 pm	Global Health Policy: Informing, Collaborating, and Creating Opportunities for Every Human, Everywhere	Building a strong foundation of public policy surrounding health information and technology globally is critical to the HIMSS vision to realize the full health potential of every human, everywhere. HIMSS works closely with our members, partners, and health policy partners to educate decision-makers at all levels of government and make policy recommendations on the use of information and technology to transform health.	1. Examine the public policy levers critical to understanding the initiatives globally that support health information and technology. 2. Describe the HIMSS Public Policy Principles that serve as a cross-collaborative stakeholder effort for amplifying digital health policies globally. 3. Identify grassroots efforts where healthcare organizations can positively impact legislative actions designed to realize the full health potential of every human, everywhere.
	3:30 pm - 3:45 pm	Break		
	3:45 pm - 4:30 pm	Concluding Remarks	Concluding remarks and attendee feedback and interaction	



Leading Faculty:



Meet Our Program Chair Isaiah Nathaniel, CPHIMS Isaiah Nathaniel is the Vice President and Chief Information Officer of Delaware Valley Community Health, Inc.

You'll see him around lectures—both virtually and in-person!

Speaker Spotlight:

Hear from these industry experts and others on topics relevant to today's CIOs:

Tom Lawry

Global AI Transformation Advisor, Best-Selling Author of Hacking Healthcare, Keynote Speaker & Executive Workshop Leader, Future of Work, Responsible AI champion, Microsoft Alumni

Brett Moran, MD

SVP and CMIO, Parkland Health

Joesph Longo, MBA, CDH-E, CHCIO

SVP and CIO, Parkland Health

Brooke Yeager McSwain, MSc, MA

Senior National Policy Research Analyst: Al, Digital Health, Public Health Infrastructure, Stroke- Policy Advisor, AHA Center for Telehealth, and The Center for Health Technology & Innovation

Jonathan Goldberg, CHCIO

Executive Vice President & CIO, Northshore - Elmhurst Health

Christopher Ross, MBA, FHIMSS

CIO, Mayo Clinic

Ed Marx

CEO, Author, Advisor

Michael Pfeffer, MD

Chief Information Officer at Stanford Health Care and Stanford University School of Medicine, Associate Dean at Stanford University School of Medicine

David Gray

Director, Government Relations & Connected Health Policy

Ryan Bertram

Principal, Chartis Digital Chartis

Medell Briggs-Malonson, MD, MPH, MSHS

Chief of Health Equity, Diversity and Inclusion, UCLA Hospital and Clinic System; Associate Professor of Emergency Medicine, David Geffen School of Medicine, UCLA

Jean Ann Larson, FACHE, LFHIMSS, FIISE, DSHS

Chief Leadership Development Officer, The University of Alabama at Birmingham

Christian Wernz, PhD

Senior Data Scientist, UVA Health System

James Tarala

Senior Instructor, SANS Institute

Beth Lupien, PMP

Director of Enterprise Project Management Office, Honor Health

Hal Wolf, FHIMSS

President and CEO, HIMSS

Participant Profile:

Is CIO Connect the right program for me?

Participants must be HIMSS members and ideally suit one of the following demographics:

- Be an aspiring or newly promoted healthcare CIO, working in a provider setting, seeking to develop their skills and understanding of critical topics in the industry. If aspiring, participants ideally will be within 3-5 years of assuming the role of CIOs.
- Information management leaders transitioning into healthcare technology within a provider setting.
- Senior executives in healthcare organizations looking to stay ahead of industry trends.

Example vetting criteria:

- At least 2-3 years in a healthcare leadership position.
- Fluency in written and spoken English.
- A professional reference is required.

Next Steps:

Start date:

July 2024

Program Fees:

\$6,500

Includes tuition, a treasure trove of executive resources, admission to our 2.5 day in-person event, and 2025 HIMSS Global Health Conference

Questions? Email us:

HIMSSprofessionaldevelopment@himss.org

References:

- 1. PwC Pulse Survey (2023). Retrieved May 15, 2023 from https://www.pwc.com/us/en/library/pulse-survey/executive-views-2022.html.
- 2. 2006. Spencer. B. The purposes of adult education: A short introduction. pp 4-7.
- U.S. Department of Health and Human Services (2023). Retrieved on March 9, 2023 from https://telehealth.hhs. gov/providers/telehealth-policy/policy-changes-after-the-covid-19-public-health-emergency.
- 4. U.S Department of Labor. Retrieved May 15, 2023 from https://www.bls.gov/opub/mlr/2022/article/empirical-evidence-for-the-great-resignation.htm.





^{*}Some additional fees may apply (e.g., travel and accommodations).