“

Why should I listen to somebody who **isn’t old enough to have a driver’s license?**



WISCONSIN HFMA 2026 · WOMEN IN HEALTHCARE LEADERSHIP CONFERENCE

Own Your Seat.
Make Room for Others.



Meg Mehlberg

Managing Director, Healthcare, Naviant

November 6, 2026

Milwaukee Marriott West · Waukesha, WI

70%

of the workforce

25%

of senior roles

Global estimates reported by WHO, 2019

Leadership starts **before your title changes**

What expertise are you discounting? Own the influence you have today.

PART 01

Everyday Leadership

Six practices, one ordinary day at a time.

EVERYDAY LEADERSHIP

What does your team **repeatedly experience** from you?

“Who you are is not the values you list on the wall. … Who you are is what you do.”

Ben Horowitz, *What You Do Is Who You Are*

PRACTICE 01 OF 06

Invite judgment

Know enough to ask. Trust others to know more.

Let the experts lead

Spoiler alert: that expert isn’t always you.

Radical transparency

Treat professionals like professionals.

PRACTICE 04 OF 06

Be a problem solver

There are a lot of problems. Don't just call them out.

7 in 10

employers consider analytical thinking the most sought-after core skill in the Future of Jobs Report 2025

Source: World Economic Forum, Future of Jobs Report 2025. Global, cross-industry survey.

PRACTICE 05 OF 06

Take care of your team

Your commitment to your people fuels their commitment to the work.



PRACTICE 06 OF 06

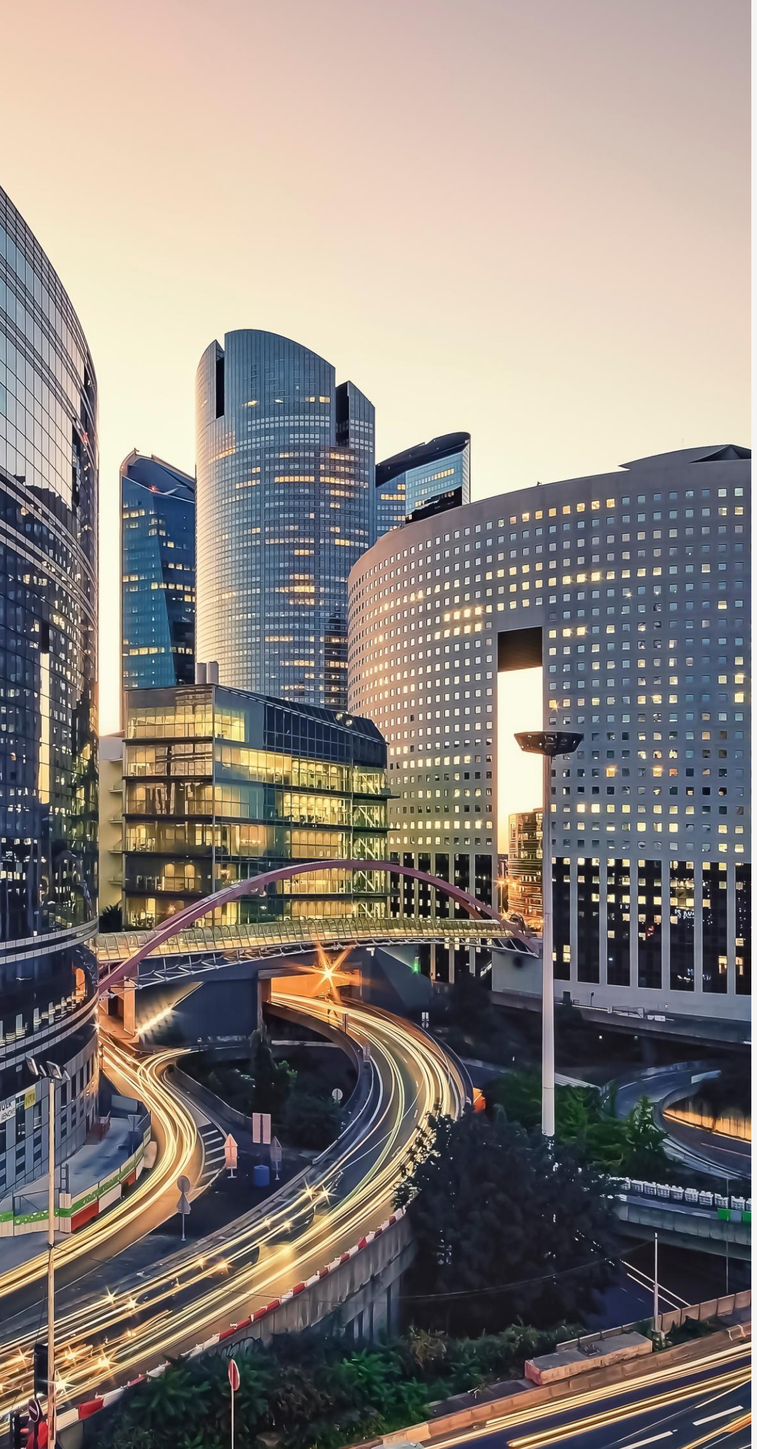
Get up. Dress up. **Show up.**

How you show up each day matters.

PART 02

Leading Change

Your operational expertise belongs in the room.



Leading through change

7.5%

Growth in total hospital expenses in 2025

49%

Nurse leaders identifying recruitment and retention as a top challenge

$21B

Potential annual savings from fully automating manual and partially
manual administrative transactions

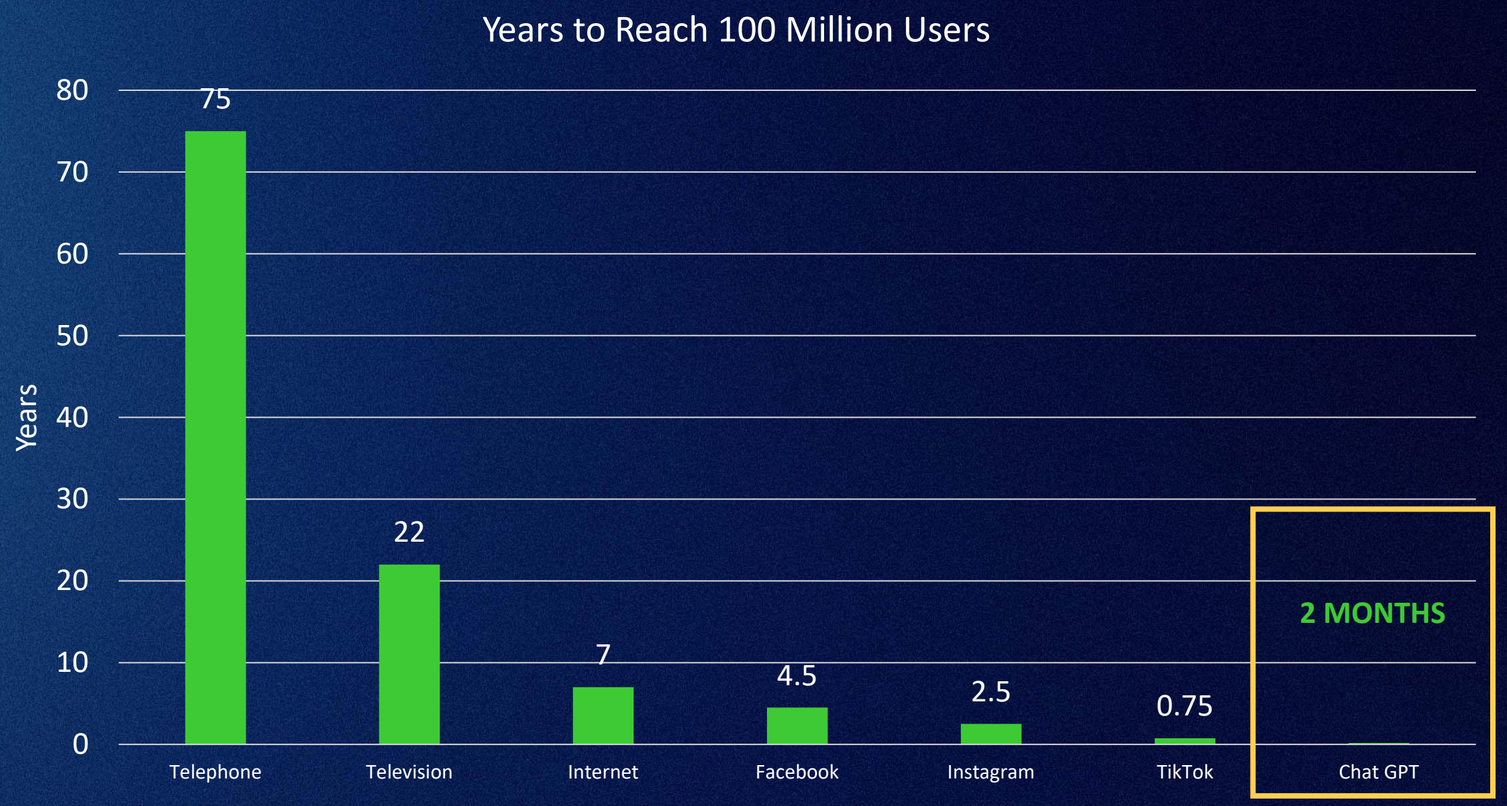
25%

Provider organizations reporting AI use in administrative workflows

Sources: AHA, Costs of Caring (2026); AONL survey (Jan. 2025); 2025 CAQH Index (2024 data).

Speed of Change

User Desktop AI has been adapted historically rapid



30%
of Americans use GenAI regularly

12%
use it daily at work.

15% to 40%+
performance lift on AI-assisted work

10+ hours
per week saved by high intensity users (2-5 for average)

Sources: UBS/Reuters (ChatGPT); TechCrunch (Facebook); Business Insider (TikTok); Our World in Data (Telephone, Electricity); HBR (TV); Statista (Instagram); McKinsey Global Institute (Internet), Federal Reserve Bank of St. Louis, 2025, Noy & Zhang / Science, 2023, Brynjolfsson, Li, & Raymond / NBER, 2023, Microsoft & LinkedIn Work Trend Index, 2024, Reuters / Google AI Works pilot, 2025, Contentful Generative AI Professional Survey, 2025, OpenAI State of Enterprise AI Report, 2025

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Be an innovator

Your operational expertise belongs in the conversation about transformation.

2× **the growth above industry rates**

“Innovative growers” outperformed other growth leaders in their core businesses.

Source: McKinsey, Innovative growers: A view from the top (2023). Cross-industry company analysis.



Turn ideas **into results**

01

Identify

the opportunity

02

Execute

the solution

03

Deliver

value

PART 03

Advocate

Ask for what you want. Open the door for her.

Don’t wait for good work **to get noticed.**

Share the impact. Name the people behind it.

What do you want that you **haven’t clearly asked for?**

Champion yourself, while championing others.

Say her name when the opportunity comes up.

“If you have some power, then your job is to empower somebody else.”

Toni Morrison



How we change who leads

01 **Lead every day**

What you do is who you are. The small things matter.

02 **Move change forward**

Identify the opportunity. Execute the solution. Deliver value.

03 **Advocate for yourself. Champion others.**

Make the work visible. Make the ask. Open the door.

70%

of the global health workforce

25%

of senior roles

We can change this statistic.

Own your seat. Make room for others.

Global estimates reported by WHO, 2019



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