



CANDIDATE FOR BOARD OF DIRECTORS APPLICATION

OPEN POSITIONS:

Director Crystal Ewing _____

QUALIFICATIONS:

Qualifications Summary

- **Extensive Leadership Experience:** Served as Chair and Past Chair of the Cooperative Exchange, providing strategic direction and oversight to the national association representing healthcare clearinghouses and revenue cycle organizations.
- **Governance & Policy Expertise:** As current Policy & Procedures Chair, led the development, review, and implementation of organizational policies to ensure compliance, transparency, and effective governance.
- **Long-standing Board Member:** Contributed to the Exchange's mission for over years, actively engaged in board decision-making, strategic planning, and member engagement initiatives.
- **Industry Knowledge:** Deep understanding of healthcare EDI, revenue cycle management, and administrative simplification processes, representing member **interests with key stakeholders and** regulatory agencies.
- **Collaborative Leadership:** Built consensus among diverse member organizations, fostering collaboration to advance industry standards and best practices.

PRIOR SERVICE WITH COOPERATIVE EXCHANGE OR OTHER ASSOCIATIONS:

The Cooperative Exchange Past/Present Roles

- Past Chair 2021-2015
- Chair 2020-2021
- Vice Chair 2018-2019
- Director 2016-2017

Other Organizations

Workgroup for Electronic Interchange (WEDI)

- Long standing member
- Board of Director 2017-2019

- Former Workgroup Co-chair

X12.org

- Long standing member
- Former Workgroup Chair

HL7

- Member

BIOGRAPHY:

Crystal Ewing

Vice President of Product Management, Waystar

Past Chair, Cooperative Exchange

Crystal Ewing is the Vice President of Product Management at Waystar, bringing more than 25 years of experience in healthcare technology, product strategy, and innovation. Throughout her career, she has led high-profile industry initiatives and guided organizations through complex regulatory and technological transformations, including 5010, ICD-10, and the modernization of revenue cycle management.

Crystal is a forward-thinking leader recognized for solving complex healthcare challenges through the strategic use of technology, data, and artificial intelligence. Her expertise lies in designing intelligent, unified solutions that streamline processes, ensure compliance, and drive measurable improvement in healthcare operations and financial performance.

In her current role at Waystar, Crystal leads cross-functional teams focused on creating innovative, data-driven products that simplify and elevate the revenue cycle experience across the healthcare ecosystem.

Within the Cooperative Exchange, Crystal serves as **Past Chair** and is the current **Chair of the Policy and Procedures Workgroup** and the **Marketing and Communications Workgroup**, where she continues to advance the organization's mission of promoting standardization, efficiency, and collaboration across the healthcare clearinghouse industry.

Crystal is also an active and long-standing member of **X12.org** (and former co-chair within the organization), a **member of HL7**, and an engaged **participant and former board member of WEDI (Workgroup for Electronic Data Interchange)**. Through these roles, she continues to influence and support national efforts focused on interoperability, compliance, and innovation in healthcare data exchange.

WHY YOU WANT THE POSITION/WHAT IS YOUR VISION

As a long-standing and actively engaged member of the **Cooperative Exchange**, I bring extensive leadership experience, institutional knowledge, and a deep commitment to advancing the organization's mission of promoting administrative efficiency and interoperability across the healthcare industry.

I have had the privilege of serving as **Chair, Past Chair**, and currently as **Chair of the Policy & Procedures Workgroup** and **Chair of the Marketing and Communications Committee**. In these roles, I have led key governance and policy initiatives, strengthened the organization's public presence, and helped align communication strategies with the Exchange's strategic goals. My tenure on the Board has provided me with a deep understanding of the organization's operations, stakeholder relationships, and evolving industry landscape, allowing me to contribute meaningfully to both strategic planning and day-to-day governance.

Throughout my service, I have worked collaboratively with Board members, committees, and member organizations to foster transparency, engagement, and advocacy for the healthcare clearinghouse community. I am committed to ensuring that the Cooperative Exchange continues to be the leading voice for our industry—driving standards, compliance, and innovation—**while also focusing on developing and mentoring the next generation of leaders to carry that mission forward.**

I would be honored to continue serving as a **Board Director** and to apply my experience, leadership, and dedication to further the mission, sustainability, and future growth of the Cooperative Exchange.

Crystal Ewing	Crystal Ewing	VP of Product Waystar	10/29/2025
Signature	Name	Title	Date

Email completed application with headshot photo by October 30, 2025 to: lisa@m3solutionsllc.com