



Collaborating
to Ensure a
Healthy Ohio

AGENDA
Nominating Committee

September 13, 2023

COMMITTEE MEMBERS

- Patti Finn (Chair)
- Mike Abrams
- Mark Clement
- Ben Gill
- Lisa Klenke
- Don Kline
- Cliff Megerian

Microsoft Teams

[Click here to join the meeting](#)

Meeting ID: 218 353 685 401

Passcode: eiy3nF

Or call in (audio only)

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NOMINATING COMMITTEE AGENDA

- | | | | |
|----------|------|---|--|
| 10:00 AM | I. | CALL TO ORDER | |
| 10:05 AM | II. | APPROVAL OF JUNE 13 MINUTES | ACTION EXHIBIT 1 |
| 10:10 AM | III. | REVIEW OF COMMITTEE CHARTER | DISCUSSION EXHIBIT 2 |
| 10:15 AM | IV. | <p>REVIEW OF TERMS ENDING IN 2023</p> <p>The committee will review the OHA board and AHA RPB 5 positions that will be open in 2024 or are currently open.</p> <p>The committee will also consider the potential candidacy of Myron Lewis, President and CEO of Blanchard Valley Health System as an Ohio delegate for AHA RPB 5.</p> | <p>INFORMATION EXHIBIT 3 (OHA Board roster with terms)</p> <p>EXHIBIT 4 (AHA RPB – Ohio Members)</p> <p>EXHIBIT 5 Myron Lewis bio</p> <p>EXHIBIT 6 (Comparison of OHA board to membership)</p> |
| 10:20 AM | V. | <p>CONTINUED DISCUSSION OF CANDIDATES FOR OPEN POSITIONS</p> <p>The committee will continue its discussion of candidates for open board seats and finalize the slate of candidates to present to the OHA Board and to the OHA membership for election.</p> <p>Under consideration are the following candidates:</p> <ul style="list-style-type: none"> • For OHA board officers: Patti Finn as Chair, Cliff Deveny as Chair-Elect, Dave Phillips as Secretary/Treasurer; • For re-election as OHA board at-large trustees: Jeff Graham, Matt Grimshaw, Lisa Klenke, Steve Markovich; • For new OHA board at-large trustees: Mike Riordan, Premier Health, Airica Steed, MetroHealth Medical Center | <p>DISCUSSION ACTION EXHIBIT 7 (Mike Riordan, Airica Steed bios)</p> |
| | VI. | OTHER BUSINESS | |
| | VII. | ADJOURNMENT | |

Collaborating
to Ensure a
Healthy Ohio

MINUTES
OHA Nominating
Committee

Via Microsoft Teams

June 13, 2023

MINUTES - DRAFT

MEMBERS

Patti Finn, Chair
Mike Abrams
Mark Clement
Ben Gill
Lisa Klenke
Don Kline
Cliff Megerian

STAFF

Sean McGlone

I. CALL TO ORDER

The meeting was called to order at 10:00 a.m.

II. APPROVAL OF MINUTES

MOVED: To accept the minutes of the March 6, 2023 meeting as presented.
CARRIED.

III. REVIEW OF CHARTER

The committee was invited to review the committee charter which outlines duties and responsibilities.

IV. CONSIDERATION OF CANDIDATES FOR AHA REGIONAL POLICY BOARD

The committee discussed the candidacy of John McWhorter (Sr. V.P. and COO, OhioHealth) to fill a term as an OHA-appointed delegate to the AHA's Regional Policy Board 5 beginning in January 2024. The committee nominated Mr. McWhorter to the OHA Board for the position.

V. ANALYSIS OF BOARD MEMBER REPRESENTATION OF MEMBERSHIP

The committee analyzed the composition of the OHA Board relative to the membership and is satisfied that the Board is appropriately representative of the OHA membership.

VI. CONSIDERATION OF CANDIDATES FOR OPEN OHA BOARD POSITIONS

The committee identified board terms expiring at the end of 2023 for at-large trustees and officers, including.

MINUTES CONTINUED P. 2
OHA Nominating Committee
March 6, 2023

The following at-large trustees have expressed a desire to serve another term: Jeff Graham, Matt Grimshaw, Lisa Klenke, Steve Markovitch.

The following board members have been nominated to serve as board officers: Patti Finn (Chair), Cliff Deveny (Vice Chair), Dave Phillips (Secretary/Treasurer).

The committee also discussed the OHA board candidacy of Mike Riordan, President & CEO of Premier Health in Dayton, and invited nominations of other candidates as well.

The committee intends to formally nominate these individuals at its September meeting for approval by the board in October and presentation to the full membership later this year.

ADJOURNMENT

No further business appearing, the meeting adjourned at 10:35 a.m.

Submitted by:
Sean McGlone
Sr. Vice President and General Counsel



Collaborating to
Ensure a Healthy Ohio

OHA Nominating Committee Committee Charter

Adopted October 21, 2011
Reviewed August 10, 2016
Revised June 14, 2017
OHA Board of Trustees

PURPOSE AND RESPONSIBILITIES:

The purpose and responsibilities of the OHA Nominating Committee are to:

- Recommend nominees for election and reelection to the OHA Board;
- Recommend current OHA Board members as nominees for OHA Board officers, taking into considering the composition of the OHA Board and membership;
- Obtain the written endorsement of the chief executive officer of the hospital or health system if the nominee for the OHA Board or any office is not a chief executive officer;
- Regularly review and ensure the composition of the OHA Board reflects the composition of the OHA membership with respect to three criteria: 1) geographic district, 2) type of hospital (similar to HCAP peer groups), and 3) independent hospitals versus members of health systems. The Nominating Committee should also give consideration to, but not necessarily designate seats for, hospitals by ownership/sponsorship type (i.e., Catholic/religious affiliation, public status, community sponsorship or investor ownership);
- Shepherd OHA's commitment to diversity in health care leadership and governance;
- Regularly review the composition criteria, bringing forward to the OHA Board any recommendations for different composition criteria;
- Review performance and effectiveness with each board member after his or her first year of service and upon nomination for re-election;
- Present for signature a board agreement to candidates for the OHA Board, which outlines expectations of OHA Board members;
- Make regular reports to the OHA Board; and
- Other activities as requested by the OHA Board or Chair.

MEMBERSHIP:

The OHA Nominating Committee shall have at least seven members, comprised of members of the OHA Board, including the Chair-Elect of the OHA Board. The Chair of the OHA Board shall appoint members of the OHA Nominating Committee, using best efforts to ensure the composition of the Nominating Committee reflects the composition of the OHA membership as a whole. The President and CEO of OHA shall participate in the Nominating Committee, but shall not be a voting member.

The Chair-Elect of the OHA Board shall serve as Chair of the OHA Nominating Committee.

MEETINGS:

The OHA Nominating Committee shall meet at least two times per year, or more frequently as appropriate at the call of the Committee Chair or Chair of the OHA Board.

The OHA Nominating Committee shall have the authority to delegate any of its responsibilities to subcommittees as deemed appropriate by the Committee Chair.



Collaborating to
Ensure a Healthy Ohio

2023 OHA Board of Trustees

Roster with Terms

	BOARD MEMBER	TERM
Officer	Abrams, Mike President & CEO Ohio Hospital Association	Ex officio
Officer	Canady, MD, Michael CEO Holzer Health System	3/8/19-12/31/19 completed unexpired term 1/1/20-12/31/22 first term 2022 chair-elect 2023 Chair
Member	Clement, Mark President & CEO TriHealth	1/1/19-12/31/21 first term 1/1/22-12/31/24 second term
Officer	Deveny, MD, Cliff President & CEO Summa Health System	1/1/21-12/31/23 first term 2023 Secretary/Treasurer
Member	Feldman, Debbie President & CEO Dayton Children's Hospital	1/1/19-12/31/21 first term 1/1/22-12/31/24 second term
Officer	Finn, Patti CEO Fulton County Health Center	11/18/16-12/31/18 completed unexpired term 1/1/19-12/31/21 first term 2022 Secretary/Treasurer 2023 Chair-Elect
Member	Gill, Ben President & CEO Southern Ohio Medical Center	1/1/22-12/31/24 first term
Member	Graham, Jeff President & CEO Adena Health System	3/8/19-12/31/20 completed unexpired term 1/1/21-12/31/23 first term
Member	Grimshaw, Matt President & CEO Trinity Health Systems	3/12/21-12/31/23 first term

	BOARD MEMBER	TERM
Member	Janoso, Jack President & CEO Fairfield Medical Center	1/1/20-12/31/22 first term 1/1/23 – 12/31/25 second term
Member	Klenke, Lisa Chief Executive Officer Mercer Health	1/1/21-12/31/23 first term
Member	Kline, Don Chief Operating Officer Bon Secours Mercy Health	1/1/23 – 12/31/25 first term
Member	Lutton, Lorraine President & CEO Mount Carmel Health	1/1/23 – 12/31/25 first term
Member	Malone, Don President Cleveland Clinic Ohio Hospitals & Family Health Centers	1/1/23 – 12/31/25 first term
Member	Markovich, MD, Steve President & CEO OhioHealth	7/1/21-12/31/23 partial term
Member	Megerian, MD, Cliff CEO University Hospitals	1/1/22-12/31/24 first term
Member	Perry, Matt President & CEO Genesis HealthCare System	1/1/20-12/31/22 first term 1/1/23 – 12/31/25 – second term
Member	Phillips, David CEO WVU – Barnesville & Harrison Community Hospitals	1/1/18-12/31/20 first term 1/1/21-12/31/23 second term



Collaborating to
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2023 AHA REGIONAL POLICY BOARD 5 OHIO MEMBERS

State Delegates (appointed by OHA Board)

Bruce White, Knox Community Hospital

(Chair, term 2021-2023)

Brian Jepson, OhioHealth

(term 2021-2023)

- Replacement (John McWhorter) approved by OHA Board June 2023 for term beginning 1/1/24

Debbie Hayes, The Christ Hospital

(term 2023-2025)

Wally Sackett, Kettering

(term 2022-2024)

- No longer at Kettering; OHA can appoint mid-term replacement, who is then eligible for full term after completion of incomplete term

At-Large Delegates (appointed by AHA)

Heidi Gartland, University Hospitals

(term 2023-2025)

Brian Harte, MD, Akron General Health System

(term 2021-2023)

Arturo Polizzi, ProMedica

(term 2023-2025)

Dwayne Richardson, Trinity Hospital Twin City

(term 2023-2025)

Regional Trustee Delegate (appointed by AHA)

Brent Saunders, Holzer Medical Center

(term 2023)



Myron Lewis

**President and CEO
Blanchard Valley Health System**

Biography

Myron D. Lewis, MSW, MBA, FACHE, has served the community as the president and chief executive officer of Blanchard Valley Health System since January, 2021. He holds a Bachelor of Arts degree in psychology (industrial/ organizational) from Michigan State University, a Master of Science degree in clinical social work (MSW) from Western Michigan University, a master of business administration degree from Indiana Wesleyan University, and is a fellow of the American College of Healthcare Executives.

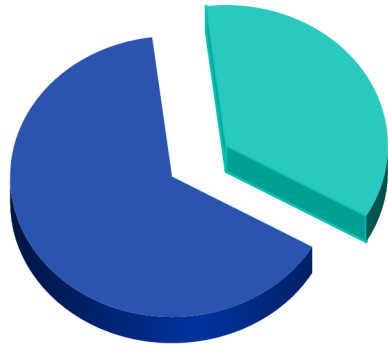
Lewis is passionate about healthcare and the community. He serves on the Hancock County Economic Development Advisory Board, The Center for Civic Engagement Board and is a Rotarian. He is on the Board of HART Medical, Vantage Health Organization and on the Hospital Council of Northwest Ohio. He also serves on the Ohio Hospital Association (OHA) CEO Advisory Committee, The OHA Behavior Health Committee, and the OHA Small & Rural Hospital Committee. Mr. Lewis is also a member of the American Hospital Association (AHA) Mid-Size Regional Health System CEO Roundtable.

Lewis and his wife, Lisa, a registered dietitian, have two grown children. Hanna completed her masters in social work (MSW) from Grand Valley State University, and Sydney is a senior at Butler University majoring in psychology/neurosciences. In his spare time, he enjoys spending time with his family, camping, hiking and cycling.



OHA Board vs OHA Membership Comparison

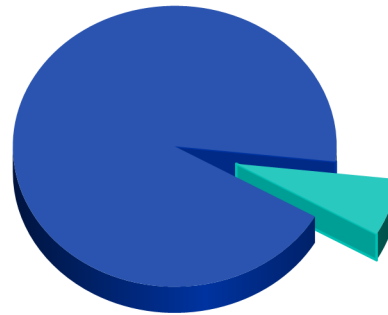
Organization Type for OHA Board



System (65%)
Independent Hospital (35%)

Organization Type	Number of Board Members
System	11
Independent Hospital	6
Total OHA Board Members:	17

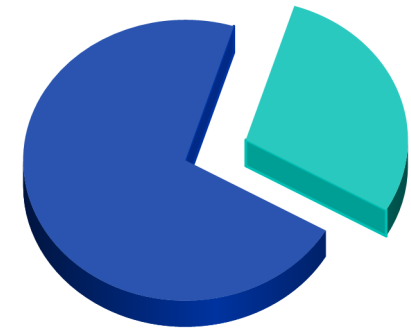
Hospital Type for OHA Board



System Hospital (93%)
Independent Hospital (7%)

Hospital Type	Number of Hospitals
Independent Hospital	85
System Hospital	6
Total OHA Board Hospitals:	91

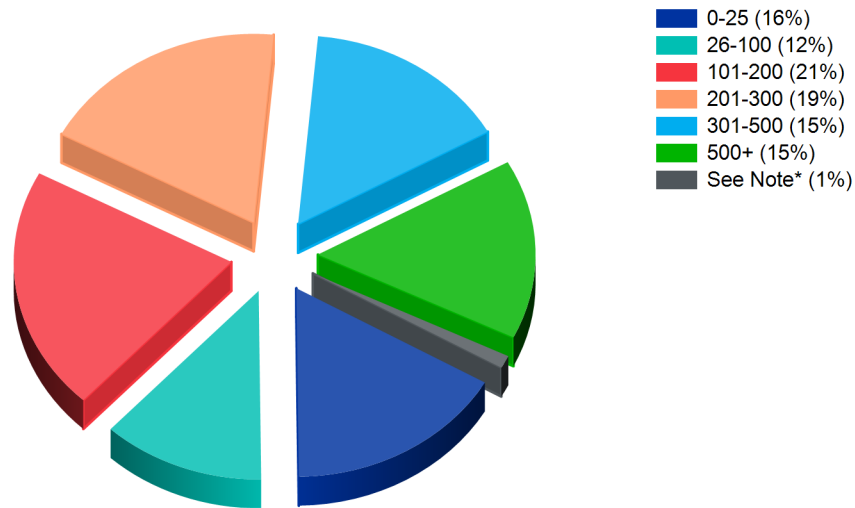
Hospital Type for OHA Membership



System Hospital (72%)
Independent Hospital (28%)

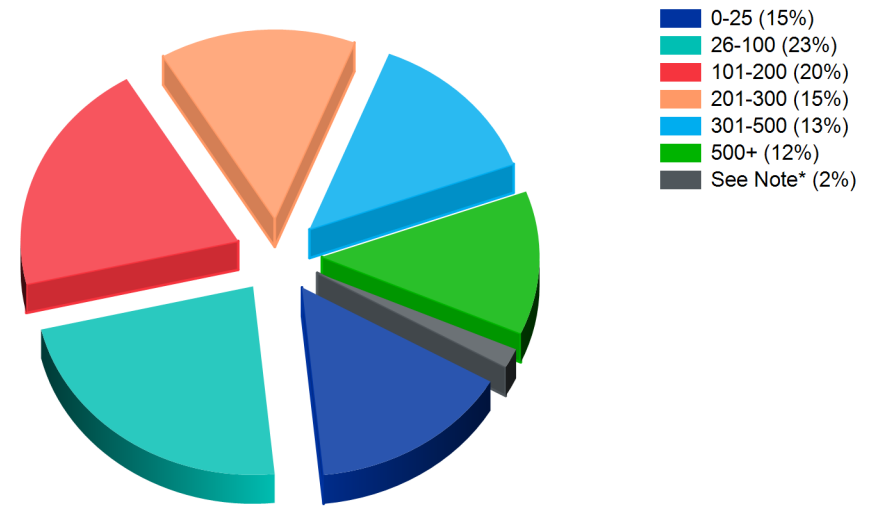
Hospital Type	Number of Hospitals
System Hospital	128
Independent Hospital	51
Total OHA Membership Hospitals:	179

Bed Size for OHA Board



Bed Size	Number of Hospitals
0-25	15
26-100	11
101-200	19
201-300	17
301-500	14
500+	14
See Note*	1
Total OHA Board Hospitals:	91

Bed Size for OHA Membership

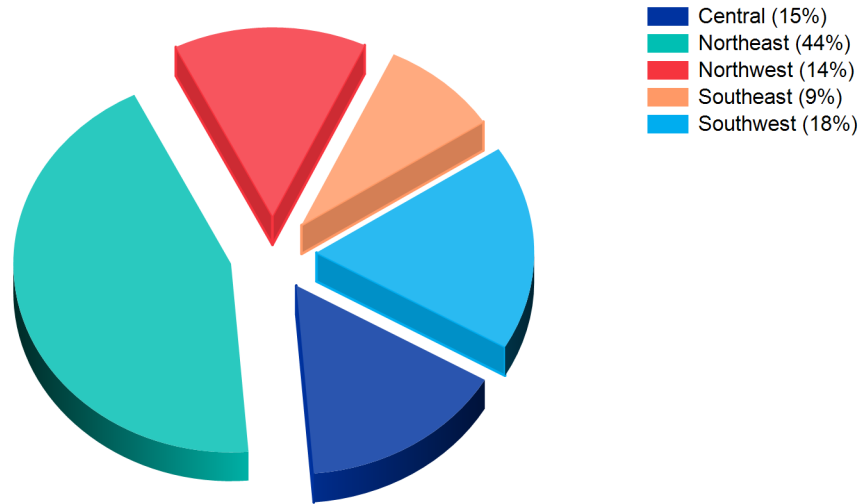


Bed Size	Number of Hospitals
0-25	27
26-100	41
101-200	36
201-300	26
301-500	24
500+	22
See Note*	3
Total OHA Membership Hospitals:	179

* Shared provider number or data not available.

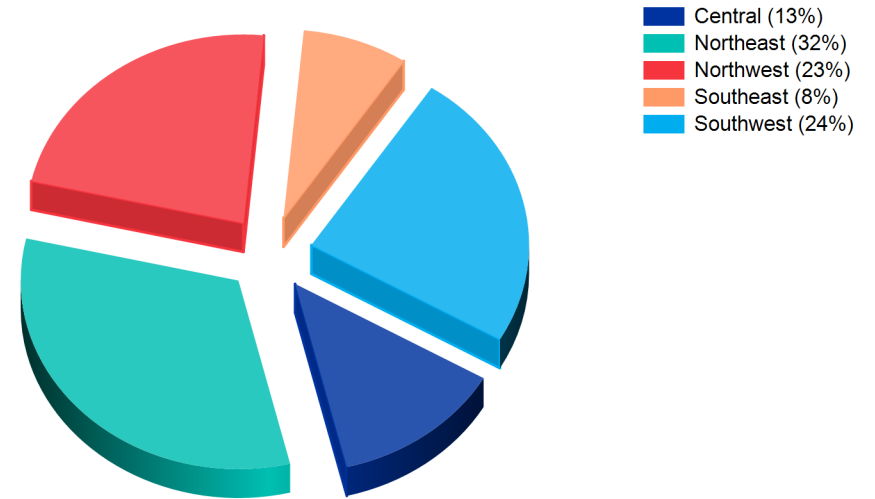
OHA Board vs OHA Membership Comparison

District for OHA Board



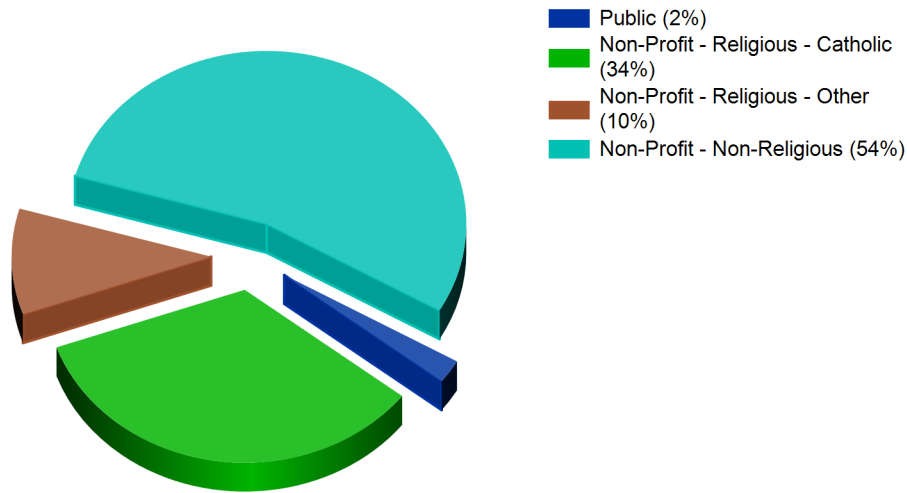
District	Number of Hospitals
Central	14
Northeast	40
Northwest	13
Southeast	8
Southwest	16
Total OHA Board Hospitals:	91

District for OHA Membership



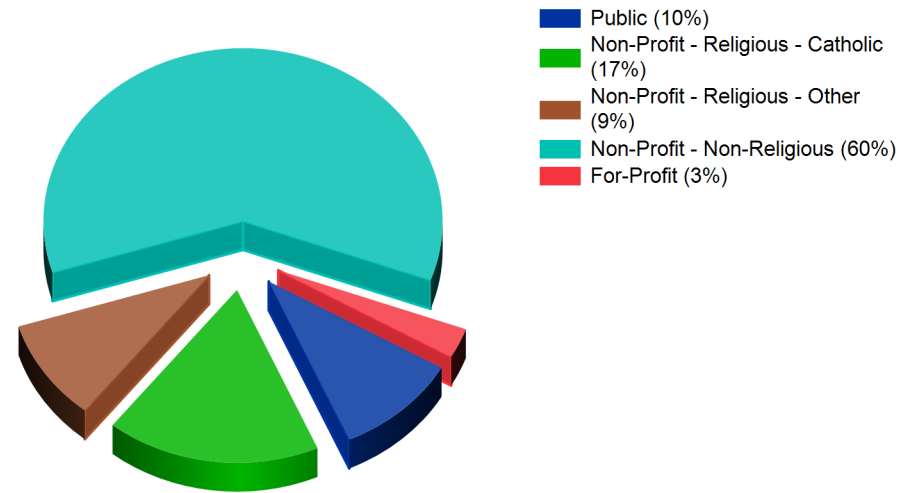
District	Number of Hospitals
Central	23
Northeast	58
Northwest	41
Southeast	14
Southwest	43
Total OHA Membership Hospitals:	179

Ownership for OHA Board



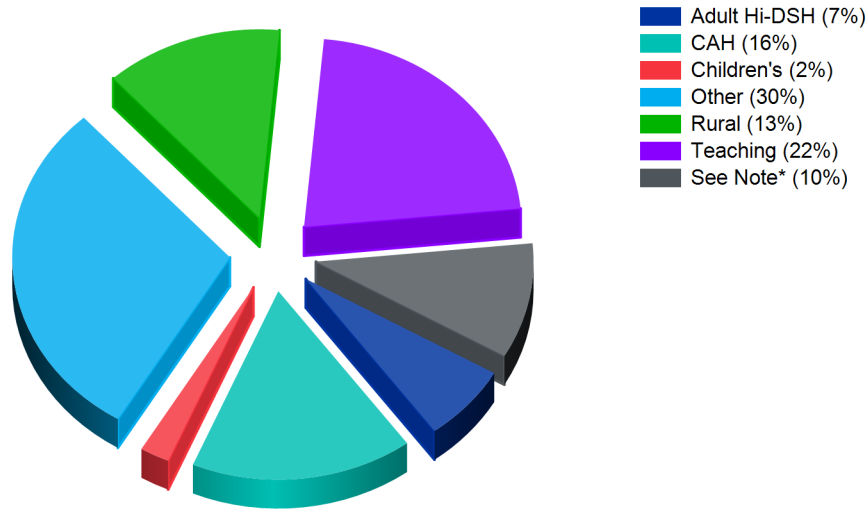
Ownership	Number of Hospitals
Public	2
Non-Profit - Religious - Catholic	31
Non-Profit - Religious - Other	9
Non-Profit - Non-Religious	49
For-Profit	0
Total OHA Board Hospitals:	91

Ownership for OHA Membership



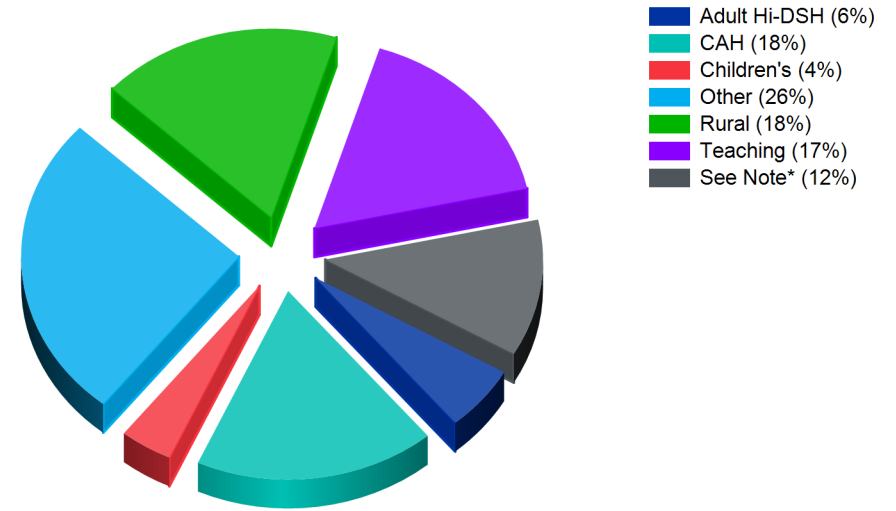
Ownership	Number of Hospitals
Public	18
Non-Profit - Religious - Catholic	31
Non-Profit - Religious - Other	17
Non-Profit - Non-Religious	108
For-Profit	5
Total OHA Membership Hospitals:	179

Peer HCAP for OHA Board



Peer HCAP	Number of Hospitals
Adult Hi-DSH	6
CAH	15
Children's	2
Other	27
Rural	12
Teaching	20
See Note*	9
Total OHA Board Hospitals:	91

Peer HCAP for OHA Membership

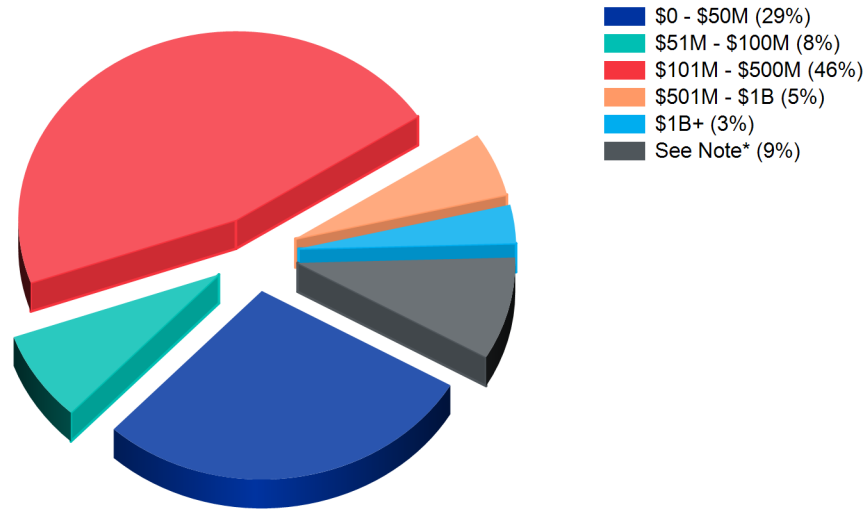


Peer HCAP	Number of Hospitals
Adult Hi-DSH	10
CAH	32
Children's	7
Other	47
Rural	32
Teaching	30
See Note*	21
Total OHA Membership Hospitals:	179

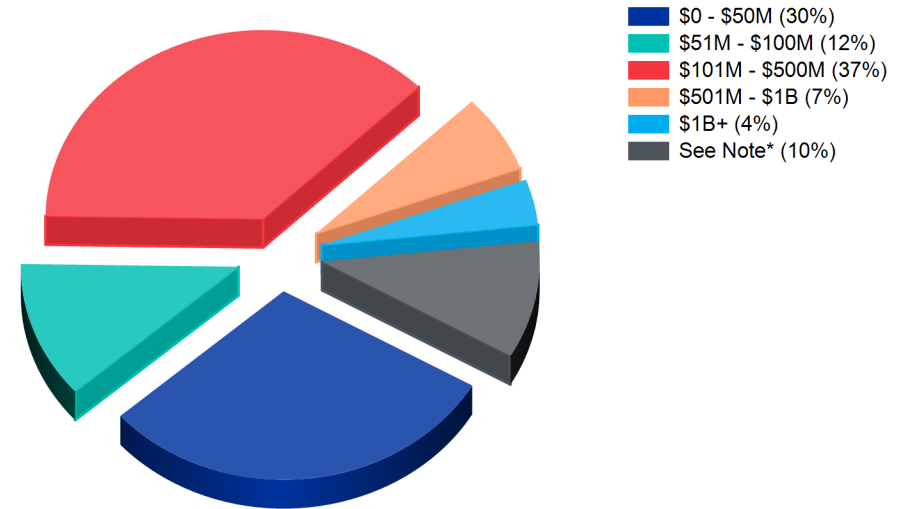
* Shared provider number or data not available.

OHA Board vs OHA Membership Comparison

Revenue for OHA Board



Revenue for OHA Membership



Revenue	Number of Hospitals
\$0 - \$50M	26
\$51M - \$100M	7
\$101M - \$500M	42
\$501M - \$1B	5
\$1B+	3
See Note*	8
Total OHA Board Hospitals:	91

Revenue	Number of Hospitals
\$0 - \$50M	54
\$51M - \$100M	21
\$101M - \$500M	67
\$501M - \$1B	12
\$1B+	7
See Note*	18
Total OHA Membership Hospitals:	179

* Shared provider number or data not available.



Michael Riordan, President & CEO, Premier Health

Michael “Mike” Riordan is the president & CEO of Premier Health, based in Dayton, Ohio. Joining the health system in 2022, he brings an array of experience with proven success in previous leadership positions.

Premier Health, with a mission to build healthier communities, is one of the largest health systems in Southwest Ohio and offers a wide range of healthcare services. The system offers five hospital locations, primary and specialty care, home health care, urgent care, and behavioral health services.

During Mike’s career, he has served in CEO positions for nearly 20 years with prominent health systems across the nation, including Greenville Health System/Prisma Health in South Carolina and the University of Chicago Medical Center. He served as an Independent Director with Owens & Minor from December 2019 to January 2022.

Mike earned a bachelor’s degree in liberal arts/English and a master’s degree in education/psychology from Columbia University in New York, as well as a master’s degree in health systems from the Georgia Institute of Technology. Additionally, he served three years as a lieutenant in the United States Marine Corps.

He has been an active leader on a number of professional and community boards in the past and is currently on the Ohio Business Roundtable, Dayton Business Committee, Dayton Development Coalition Board, and he also serves on the Vet Voice Foundation Board.

Mike and his wife, Susan, take great pride in their five grown children and one grandchild.

Airica Steed, Ed.D, MBA, RN, CSSMBB, FACHE, IASSC

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Transformational Healthcare Executive

Driving Results & Execution | Health Equity | Continuous Improvement & Innovation

Highly accomplished and award winning transformational healthcare executive with over 20 years of exceptional leadership skills and proven track record of championing health equity, driving results, and leading large scale transformation of health organizations with greater than \$1B in net revenue. Recognized as a strategic and visionary change leader, cultural architect and international expert in Lean Six Sigma, Malcolm Baldrige framework, and "Big 4" management consulting across community and specialty hospitals, ambulatory clinics and network, academic medical centers, level 1 trauma centers, multi-site healthcare systems, Federally Qualified Health Centers (FQHCs) and private equity backed organizations. Results driven change agent with significant experience leading large-scale transformation to drive high quality care, health equity, operational efficiencies, customer satisfaction, workforce engagement, profitable growth, and value optimization. Passionate about health equity and creating healthier communities.

BY THE NUMBERS

- \$300M+ Financial Improvements & Efficiencies
- Top Decile Customer & Workforce Satisfaction
- Top Quartile Productivity & Quality/Safety Results
- 20% - 30% Profitable Growth & Profit Margin
- Tripled Philanthropic Giving & Public Grants

NOTEWORTHY EXECUTIVE HIGHLIGHTS

Board Leadership & Governance: Executive Liaison for Board of Directors, lead various board committees and serve as board member on several non-profit boards ensuring transparent communication, effective education and fostering diversity/inclusion.

Strategy Development & Execution: Spearhead strategic partnerships, joint ventures, mergers & acquisitions, clinical affiliations, innovation; lead/execute strategic planning process; and quarterback strategic growth efforts including healthcare system integration.

Philanthropy & External Affairs: Tripled philanthropic giving, including raised >\$100M+ funding through city/state partnerships and major donors/gifts; secured multi-million grant funding through federal programs; serve as policy advocate at state and federal level.

Population Health & Health Equity: Championed the execution of \$250M Health Equity/Population Health initiatives aimed at eradicating health disparities and improving life expectancy of vulnerable communities serving greater than 4M patient lives.

Transformation & Financial Excellence: Drove financial, clinical & operational transformation of multiple healthcare systems resulting in a combined impact of over \$300M in improvements, 30% increase in profit margin, > 100 days cash on hand, and top quartile quality.

Innovation: Business startup experience; incubated new business lines and start ups; led venture capital raises

AREAS OF EXPERTISE

- Board Governance & Leadership
- "Big 4" Management Consulting
- Community Engagement & Impact
- Value Based Care
- Health Equity & Population Health
- Strategy & Innovation
- Financial Turnarounds & Mergers/Acquisitions
- Change Management & Culture Transformation
- Physician Engagement & Alignment
- Continuous Improvement (Lean Six Sigma)

PROFESSIONAL EXPERIENCE

The MetroHealth System – Cleveland, OH, 2022 – Present

Chief Executive Officer & President

System Executive for an academic public health healthcare system comprised of 5 Hospitals, Level 1 Trauma Center, Adult & Pediatric Comprehensive Burn Center, 20 Health Centers and 40 Ambulatory Locations, , 8,200 employees and physicians, and \$1.8B net revenue. Accountable for executive leadership and strategy of the system including hospitals, ambulatory, diversified business portfolio, foundation, population health covered lives. Advancing the mission to be the most admired public health system in the nation, renowned for health equity, innovation, community impact, high quality outcomes and service, and financial strength. Charged with leading innovative approaches to transform patient care beyond traditional healthcare walls and champion a commitment to eradicating health disparities and advancing the health and wealth of the communities.

Accomplishments:

- Leading \$1B multi-campus transformation, including new main campus bed tower and new 112 bed behavior health hospital, execution of comprehensive \$400M ambulatory campus and community based health centers, and health-anchored eco-district sustainability initiative with 26 acres of green space creating a “hospital in the park”
- Spearheading the launch and execution of Health Equity/Population Health initiatives aimed at eradicating health disparities and improving life expectancy of vulnerable communities, including addressing the social determinants of health to achieve better health outcomes; leading innovative approaches to transform patient care beyond traditional health care and champion MetroHealth's commitment to a healthier community.
- Leading strategy and innovation efforts including brokering strategic partnerships and affiliations and launch of new business lines, including Lumina Imaging and Ovatient Technologies
- Leading key improvements in publicly reported outcomes, including Vizient, Leapfrog and CMS Star Ratings including patient experience, hospital acquired conditions and infections, and mortality rates
- Integrating operations across all campuses, including consolidation of inpatient and ambulatory services to drive “system-ness” and “coordinated care” across system
- Championing public policy and advocacy efforts to drive advances in payer reform and healthcare transformation, including value based contracting relationships achieving CMS shared savings of \$42.5M

Sinai Health System – Chicago, IL, 2019 – 2022

System Chief Operating Officer/Executive Vice President– Sinai Health System

President – Mount Sinai & Sinai Children's Hospital (Flagship Campus)

System Executive accountable for leading a healthcare system comprised of 4 acute care, post-acute and specialty hospitals, Level 1 Trauma Center, Level 3 NICU, 800 physicians, 4,000 caregivers serving 1.5 million lives and \$1B net revenue. Accountable for executive leadership and strategy of acute and post-acute hospital operations, physician enterprise and Sinai Medical Group (Multi-specialty Physician Group), strategy/healthy growth/business development, service lines, population health/PHO, safety/quality, care management, Business Transformation Office, customer experience, and facilities/real estate. Charged with leading large-scale operations and strategy and spearheading transformation to drive system level integration and alignment, high quality outcomes, profitable growth/retention, organizational excellence, customer loyalty & satisfaction, and value optimization leveraging lean six sigma continuous improvement, consumer centered care, and other leading approaches. Ambassador and champion focused on health equity and eradicating healthcare disparities.

Accomplishments:

- Led multi-faceted \$200M+ cumulative financial/operational/clinical transformational turnaround across the system resulting in improved operating margin from a loss \$42M to a profitability and improved EBIDA performance, increased from less than 2 days cash on hand to over 80 days, reduced costs and labor efficiencies, top line revenue growth, and top quartile quality performance in less than 2 years
- Stabilized south campus from a decade of operating losses of > \$100M since 2014 to breakeven performance in FY21
- Radical transformation in publicly reported quality indicators including Leapfrog moving from “F” to “C” in less than a year, including top quartile readmissions and 40% reduction in hospital acquired infections and mortality rates
- Championed the execution of \$250M Health Equity/Population Health initiatives aimed at eradicating health disparities and improving life expectancy of vulnerable communities serving greater than 4M patient lives.
- Successfully right-sized and integrated acute care operations, including consolidation of inpatient services, elimination of low performing clinical services and programs, and driving “system-ness” and “coordinated care” across ambulatory and acute and post-acute hospitals
- Reduced overtime and premium labor to less than 2.5% across all operations and achieved 15%ile labor productivity
- Led service line/healthy growth strategy, including network development, partnerships, and joint ventures
- Led efficiencies in Emergency Services, Surgical Services, Throughput/Capacity Management, and Care Transitions resulting in 75% reduction in Patient Walkouts (>10% baseline), 62% reduction in surgery cancellations, 70% reduction in no shows/cancellations (from 33% to 8%), and Inpatient LOS savings
- Spearheaded service line integration/rationalization initiatives across physician enterprise resulting in optimization of capital resources, consolidated employed clinics with >\$20M in EBIDA improvements and 30% healthy growth
- Led execution of multi-million dollar strategic capital and growth projects, including \$30M Health Village - Ambulatory Surgery Center & Outpatient Care Center, \$10M Critical Care Renovation & Expansion, Wound Care/Comprehensive Diabetes Center, Sinai Chicago Express Care, \$15M Heart & Vascular Institute, Rehab Hospital Private Room Deployment, \$200M Campus Master Facility Plan
- Spearheaded multi-million dollar labor union campaign efforts and successfully negotiated bargain agreements

Presence Health (Acquired by Ascension) – Chicago, IL, 2016 - 2019

Senior Vice President, Operations

System Executive accountable for leading operations across 19 acute and specialty hospitals, 250 ambulatory locations, and senior housing communities with 30K employees and 7500K physicians, and \$7.6B in net revenue. Responsible as system senior executive leader for operation, including corporate operations, ancillary services, strategic service lines - Neurosciences/Orthopedics, Cardiovascular Services, Oncology, Emergency & Trauma Services, Perioperative & Anesthesia Services, Lab, Pharmacy, Imaging. Deliver large-scale strategy and improvement initiatives that drive system-level integration and alignment, operational efficiencies & cost management, quality care, profitable growth and ensuring customer satisfaction and operational excellence. Responsible for diverse portfolio of service lines and operational programs with more than 7K indirect FTEs.

Accomplishments:

- Key contributor in \$250M organizational and financial transformation across the system resulting in improved Cost Per Adjusted Discharge, Growth, Readmissions, Length of Stay/Throughput, and Productivity resulting in merger acquisition to AMITA Health and divestiture of acute care hospital assets
- Led service line strategy, including tertiary/academic partnerships, and joint venture affiliations, resulting in greater than 200,000 unique patient visits and 40% improvement in network retention
- Spearheaded service line integration and rationalization initiatives across all acute care operations and ambulatory practices resulting in optimization of capital resources, consolidated employed provider practices and clinics with more than \$15M in cost savings and 25% profitable growth/leakage reduction
- Improved Patient Satisfaction from the 25th percentile to >75th percentile across acute and ambulatory areas; reduced overtime and premium labor from 8% to less than 2.5% across all acute care ministries and achieved 15th percentile labor productivity against Truven benchmarks
- Led efficiencies in Emergency Services and Hospital Throughput resulting in <1.5% Left Without Treatment (>5% baseline), 30% improvement in ED Length of Stay from >6 hours to <4.5 hours, 50% Discharges by Noon (<10% baseline) and more than 1 day Inpatient LOS savings
- Led large scale strategic initiatives and uniformity of system level contracted/purchased services, including launch of 340B Clinics & Specialty Pharmacies, Lab/ED/Anesthesia/Radiology outsourcing resulting in >\$20M financial impact
- Led implementation of >\$250M in strategic capital projects, including \$15M Cardiology and Neuro-interventional Suite, \$20M Orthopedic Unit Expansion, and \$30M ambulatory clinic consolidation

University of Illinois Health System (UI Health) – Chicago, IL, 2012 – Present (Faculty)

System Chief Administrative Officer/Enterprise Chief Experience Officer

Clinical Assistant Professor –School of Public Health/Medicine/Nursing – Health Policy & Administration

System Executive of academic health system comprised of tertiary/quaternary medical campus including acute care medical center, 26 outpatient clinics, 14 Federally Qualified Health Centers, 7 health sciences colleges and \$2.6B net revenue. Served as Executive Leader across hospital operations, including nursing, clinical service lines, ambulatory and clinic operations, facilities and support services. Accountable for strategic, operational leadership and managing operational budget with P&L responsibility of \$500M and 600 indirect FTEs (HR, Quality, Business Development/Physician Alignment, and Service Line Planning). Executed comprehensive customer-focused vision and strategy encompassing leadership and cultural engagement, retail hospitality principles and continuous quality improvement. Led large-scale strategic and transformation initiatives using Lean Six Sigma to streamline and standardize processes, reduce costs, maximize value and profitable growth, and enhance service delivery. Served as Executive Chair for Ambulatory Operations Senior Advisory Board overseeing day-to-day operations, profit and loss, operational efficiencies and revenue cycle, ACO/ACA integration and primary care/FQHC expansion.

Accomplishments:

- Key executive leader in organizational turnaround resulting in a \$100M financial turnaround, 20% Ambulatory Growth, 75% improvement of operational/productivity benchmarks, and designation as Truven Top 100 Hospital and recipient of Press Ganey National Success Story Award and ACHE Service Excellence Award
- Achieved more than 45% improvement in Patient Experience across all care delivery settings, 30% increase in Value Based Purchasing indicators, exceeded Top 10% of improvers in Press Ganey database
- Led Readmission Improvement and Length of Stay Improvement Initiatives, including pre-discharge scheduling, post discharge follow up/coordination, and patient portal engagement resulting in a 40% reduction in All Cause Readmissions, 2+ day improvement in Length of Stay, and 100% achievement of Meaningful Use

- Launched standardization and optimization of nursing care delivery model and bridged a patient experience partnership with INA Nursing Union to drive collaborative patient centered outcomes
- Led a cross campus Absence Management improvement effort accounting for a \$30M cost avoidance
- Served as the Executive Sponsor on the Cerner Patient Portal and TeleVox initiative, resulting in achievement of Meaningful Use standards, 50% Portal Activation, 50% reduction in patient no-shows/cancellations
- Spearheaded patient access/care transitions re-design and integration of Centralized Access Center across all ambulatory clinics and acute care operations resulting in \$20M NPV/ROI and 20% profitable growth/leakage reduction through integration of 90 ambulatory clinics into a standardized “one stop shop” access model
- Led Ambulatory, Acute Care, FQHC, and Emergency Services re-design initiatives across health system, leveraging lean six sigma achieving a 45% improvement in length of stay and clinic throughput, top decile patient experience, 40% reduction in patient walkouts and no-shows

Advocate Health System – Downers Grove, IL, 2007 - 2012

System Vice President, Operations

System Executive Champion – Customer Experience, Operations Improvement, Service Lines

Executive in the largest integrated health system in Illinois comprised of 12 hospitals, 20,000 employees, 6300 physicians, nearly 400 sites of care, and \$12B in net revenue. Accountable for strategic, operational leadership and managing operational budget with P&L responsibility (HR, Quality, Business Development/Physician Alignment, and Service Line Planning). Led large-scale strategic and transformation initiatives linked to value-based care transformation. Drove operational business process improvements to enhance efficiencies, reduce costs, maximize value, and enhance service delivery. Oversight of the Advocate Performance Enhancement office responsible for leading lean continuous improvement and transformation efforts across the health system, including Ambulatory Clinics, ED and Urgent Care, Surgery, Revenue Cycle, Customer Access, EVS, Transport, Care Models, HR, Physician Services, Informatics/IT. Served as Executive Champion for the “Advocate Experience” effort, which is a system-wide organizational transformation and developed service excellence strategy integrating accountable leadership, cultural excellence, and process improvement.

Accomplishments:

- Key contributor in merger/acquisition team and organizational turnaround in less than 2 years resulting in a \$50M financial improvement, 10% Profitable Growth, 99%ile employee engagement, top quartile patient satisfaction and operational/productivity benchmarks, and designation as Truven Top 100 Hospital and nomination of Press Ganey National Success Story Award
- Achieved top decile in workforce satisfaction and engagement for organization (improved from 10th%ile baseline), better than the 25th%ile productivity benchmarks, and greater than \$5M in labor cost savings
- Spearheaded service line and professional services development and integration initiatives across all acute care and ambulatory operations, including Women’s Health, Oncology Services, Cardiovascular, Imaging Services, & Rehab
- Led Emergency Services, Perioperative Services, Clinical Operations, Ancillary Services, and Ambulatory Services/Physician Practice improvement efforts, resulting in top decile customer satisfaction, >40% improvement in length of stay/throughput, 50% no show/cancellation rate reduction, and >50% improvement in efficiencies
- Achieved 15% revenue and volume growth in ambulatory services through new business ventures, front-end revenue cycle enhancements, and patient-centered process improvement, while achieving 10% reduction in budgeted expenses, and best performance in Advocate system in total operating service line expenses
- Partnered with Nursing on continuous quality improvement efforts to drive standardization and optimize care delivery and responsible for the advancement of informatics throughout the organization leveraging Cerner platform, including the integration of CPOE and patient portal, standardizing nursing documentation practices for 13 hospitals

PricewaterhouseCoopers LLP – Chicago, IL, 2003 - 2007

Senior Management Consultant/Engagement Leader (Black Belt - Lean Six Sigma)

Accountable for leading large scale national and international transformation and organizational turnaround engagements, including interim senior management, process improvement, strategy development, and leading complex operational engagements spanning multiple market verticals. Led strategic planning; operations improvement & implementation (lean six sigma, change management, Malcolm Baldrige); customer experience strategies, interim executive leadership roles; project management; organizational and leadership development/training; service line development/optimization; mergers and acquisitions)

Accomplishments:

- Realized significant outcomes and organizational turnarounds: including \$50M - \$100M financial turnarounds, top decile customer experience and quality outcomes, efficiency optimization, profitable growth enhanced revenue, and cost reductions

- Led cross-functional business transformation efforts delivering savings through system consolidation, talent optimization, improved customer experience, and acceleration of business results
- Spearheaded operational analyses, process improvement, strategy development and implementation/training of Lean Six Sigma methodology and other performance improvement methods
- Led Clinical Operations, Ancillary Services, Emergency Services and Ambulatory Services/Physician Practice, and Customer Experience improvement initiatives, resulting in top decile customer satisfaction, >25% improvement in length of stay/throughput and no shows, productivity/premium labor, >50% improvement in efficiencies
- Specialties: ED Services, Throughput, Access, Revenue Cycle, HR, Ambulatory Services and Physician Practices, Imaging, Surgery, Clinical Operations Re-Design (Inpatient, Nursing Services, Patient Care Services, Support Services, EVS, Transport), Workforce and Productivity Models

ACADEMIC EXPERIENCE

CASE WESTERN RESERVE UNIVERSITY – CLEVELAND, OH <i>Clinical Professor – Frances Payne Bolton School of Nursing</i>	2023 - Present
GOVERNORS STATE UNIVERSITY – UNIVERSITY PARK, IL <i>Faculty – School of Nursing & Health Sciences</i>	2017 - 2020
OHIO UNIVERSITY HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE – ATHENS, OH <i>Group IV Faculty – Heritage College of Osteopathic Medicine</i>	2016 - 2020
UNIVERSITY OF ILLINOIS AT CHICAGO - CHICAGO, ILLINOIS <i>Clinical Assistant Professor – School of Public Health/Medicine/Nursing – Health Policy & Administration</i>	2012 - Present
WALDEN UNIVERSITY - MINNEAPOLIS, MINNESOTA <i>Contributing Faculty – School of Nursing & Health Sciences</i>	2011 – 2019
LOYOLA UNIVERSITY – CHICAGO, ILLINOIS <i>Professor – Quinlan School of Business – Healthcare Management/Executive MBA/Executive Leadership Institute</i>	2010 – Present

BOARD MEMBERSHIPS & PROFESSIONAL AFFILIATIONS

One Ohio Region 3 Advisory Board – Vice Chair | Greater Cleveland Partnerships Board | Hope for a Cure for ALZ Board | Global Cleveland Board | Center for Health Affairs Board | South Side Healthy Community Organization Board | Wellness West Inaugural Board | West Side United Board | Loyola Quinlan Business School Board | Women in Healthcare National Advisory Board | America’s Essential Hospitals Awards Committee | Midwest Asian Health Association (MAHA) Board | Beryl Institute Executive Board | NexGen Patient Experience Advisory Board | Black Directors Health Equity Agenda Member | American College of Healthcare Executives (ACHE) | Chicago Healthcare Executives Forum (CHEF) | American Organization of Nurse Leaders (AONL) | Illinois Organization of Nurse Leaders | National Association for Health Services Executives (NAHSE) | CHIEF Member | The Leverage Network Member | Young Presidents Organization (YPO)

EDUCATION, LICENSURE & CERTIFICATION

Harvard University Extension School | Master of Liberal Arts, Global Development Practice (Degree in Progress)

Olivet Nazarene University | Doctorate of Education – Ethical Leadership (Ed.D)

“Recipient of the Doctoral Dissertation with Distinction Award – Lean Transformations in Healthcare”

Governors State University | Masters of Business Administration (MBA)

Rush University| Bachelor of Science, Nursing (BSN)

State of Illinois Registered Nurse #041330750

Certified Master Black Belt – Lean Six Sigma (CSSMBB) – Expert Rating (An ISO 9001-2008 Company)

Certified Accredited Training Associate – International Association for Six Sigma Certification (IASSC)

Fellow (FACHE) – American College of Healthcare Executives (ACHE)

Malcolm Baldrige Award Examiner (2009 – Present)

AWARDS & RECOGNITIONS

Modern Healthcare

"Top Women Leaders in Healthcare" (2023)

"Top 25 Healthcare Innovators" (2020)

"Top 25 Minority Leaders" (2020)

"Up & Comers" Award" (2013)

Front Cover Feature (2015)

WHO'S WHO in Black Cleveland

"Front Cover Feature and Most Interesting Leader to Know" (2023)

Illinois Organization of Nurse Leaders

"Influential Leader Award" (2018)

Crain's Chicago Business

"Crain's Notable Black Leaders and Executives" (2022)

Front Cover Feature (2021)

"40 Under 40 Award" (Nomination 2017 & 2018)

Crain's Cleveland Business

"Power 150 Leaders" (2022)

Becker's Healthcare

"Women CEOs of Hospitals & Health Systems to Know" (2022 & 2023)

"75 Black Healthcare Leaders to Know" (2022)

"Top 130 Women Hospital & Health System Leaders to Know" (2015)

"Rising Star Award: Top 25 Leaders Under 40" (2015)

Cuyahoga Democratic Women's Caucus

"Trailblazer Award" (2023)

Sharp Index Awards

"Health Equity Leader Award" (2023)

Cleveland Business Journal

"10 People to Watch in 2023" (2022)

Southern Christian Leadership Conference

"Top Hospital Administrator of the Year Award" (2023)

Midwest Asian Health Association (MAHA)

"Outstanding Leadership Award" (2022)

Chicago Health Executives Forum (CHEF)/American College of Healthcare Executives (ACHE)

"Diversity, Equity, Inclusion Performance Excellence Award" (2023)

"Service Excellence Award" (2014)

Vytal Celebration of Healthcare Leadership Diversity

"35 Leaders of Color in the Healthcare Field" (2021)

Press Ganey National Success Story Award

"Press Ganey National Success Story Award" (2014)

Diversity MBA Magazine Leadership Award

"Top 100 under 50 Emerging and Executive Leaders Award" (2014)

NURSE.COM

Greater Chicago Nursing Excellence GEM Award | "Finalist: Nursing Excellence GEM Award (2014)

University of Illinois at Chicago (UIC) Chancellor's Committee

"Black History Maker Award" (2013)