

### Chair-Officers

**M. Michelle Hood, FACHE, Governing Council Chair  
President and CEO, Eastern Maine Healthcare Systems (EMHS), Brewer, ME  
(Term 2012-14; Chair officer 2013-15)**

Michelle has been EMHS president and chief executive officer since 2006. EMHS is a \$1.5 billion integrated healthcare system dedicated to value-based population health improvement. EMHS is recognized for its advanced use of clinical information technology and is a CMMI Pioneer ACO demonstration project participant.

Before arriving at EMHS, Michelle was president and CEO of the Sisters of Charity of Leavenworth Health System, Montana Region. Her early career included roles of associate hospital director at Emory University Hospital in Atlanta, GA; executive vice president and chief operating officer of St. Vincent's Hospital (now of Ascension Health) in Birmingham, AL; and chief administrative officer of Norton Hospital in Louisville, KY.

Michelle was recognized in 2010 as MaineBiz Large Company Business Leader of the Year. She is the current chair of the Maine Hospital Association and the immediate past chair of both the University of Maine System and VHA New England.

Michelle received her bachelor of science at Purdue University and her master of health care administration at Georgia State University.



**Stephen C. Hanson, Governing Council Past Chair  
Chief Executive Officer, Baptist Health, Louisville, KY  
(Term 2009-11; Chair officer 2012-14)**

Steve became chief executive officer of Baptist Health (formerly Baptist Healthcare System) in March 2013. Baptist Health owns seven acute-care hospitals, with more than 2,100 licensed beds and an eighth long-term, acute care facility. Baptist Health has grown its physician network to more than 450 employed physicians and more than 1,600 independent physicians. In addition to hospitals, Baptist Health includes urgent care and retail-based clinics, home health care, outpatient diagnostic and surgery centers, occupational medicine and physical therapy clinics, fitness centers and a health maintenance organization (HMO).

Prior to joining Baptist Health, Steve's accomplishments include more than 30 years experience in key executive roles and a solid background in clinical service development, physician integration, development of strategic alliances, and financial and quality improvement efforts garnering national recognition. He served for seven years in various senior leadership positions at Texas Health Resources (THR) in Arlington, most recently as executive vice president and operations leader for the region covering Dallas-Fort Worth. Texas Health Resources is one of the largest faith-based, non-profit health systems in the United States and includes 25 affiliated acute care and short stay hospitals. Previously to THR, Steve served six years as president and chief executive officer of Appalachian Regional Healthcare in Lexington, Kentucky.



**Patrick E. Fry, Governing Council Chair-Elect  
President and CEO, Sutter Health, Sacramento, CA  
(Term 2011-13, Chair Officer 2014-16)**

With a career spanning more than three decades with Sutter Health and its not-for-profit network of hospitals and physician organizations, Pat assumed the position of Sutter's president and chief executive officer in June 2005. He joined the organization in 1982 as an administrative resident at Sutter General Hospital in Sacramento, later taking on leadership roles at local affiliate and regional levels, including regional president for affiliates in the Greater Sacramento Region, president of eastern operations throughout Sacramento and San Joaquin Valley and, in 1999, leading Sutter Health's Western Division in the San Francisco Bay Area. From 2000-2005, Pat served as chief operating officer and executive vice president.



The Sutter Health network consists of nearly 5,000 physicians aligned under the Sutter Medical Network, 24 acute care hospitals and one of the nation's largest home health and hospice programs. Approximately 48,000 employees deliver and support health care in the Sutter Health network, serving patients and their families in more than 100 northern California cities and towns. Sutter-affiliated hospitals are regional leaders in cardiac care, women's and children's services, cancer care, orthopedics and advanced patient safety technology.

**AHA Board of Trustees Liaison**

**Jim Skogsbergh, AHA Board Liaison  
President and CEO, Advocate Health Care, Downers Grove, IL  
(Term 2013 & 2014)**

Jim is president and chief executive officer of Advocate Health Care, the largest health care system in Illinois and one of the largest in the Midwest. Affiliated with the Evangelical Lutheran Church in America and the United Church of Christ, Advocate is recognized as one of the nation's Top 5 largest health systems based on quality clinical performance by Truven Health Analytics.



With 34,000 associates, including nearly 10,000 nurses, and 6,300 affiliated physicians, Advocate has more than 250 sites of care including 12 hospitals and the state's largest integrated children's network. Additionally, Advocate includes the state's largest employed medical group, one of the largest home health companies and the nation's largest ACO with more than 200,000 covered lives.

Before joining Advocate as chief operating officer in January 2001, Jim served as executive vice president of the Iowa Health System in Des Moines, as well as the president and chief executive officer of Iowa Methodist, Iowa Lutheran and Blank Children's hospitals. He began his more than 30 years of health care experience in 1982 as an administrative resident with Memorial Health System, South Bend, Indiana.

Jim is the recipient of B'nai B'rith's 2013 National Healthcare Award. He serves as chair of The Coalition to Protect America's Health Care, is a member of the American Hospital Association's Board of Trustees, Mayor Rahm Emanuel's World Business Chicago Board of Directors, and serves on Chicago United's Board of Directors and the American Cancer Society's CEOs Against Cancer. He also is a member of the World Presidents Organization. He is a fellow with the American College of Healthcare Executives and the past chair of the Illinois Hospital Association's Board of Directors.

Jim earned his master of arts degree in health administration from the University of Iowa in Iowa City and received his bachelor of science degree from Iowa State University in Ames.

## **Council Members** (in alphabetical order)

### **Nancy Howell Agee**

**President and CEO, Carilion Clinic, Roanoke, VA**

**(Term 2012-14)**

Nancy is president and chief executive officer of Carilion Clinic, an integrated healthcare organization headquartered in Western Virginia that includes a multi-specialty physician group, eight hospitals, the Jefferson College of Health Sciences and a joint ventured medical school with Virginia Tech. Nancy began her career in nursing and has served in various leadership roles with Carilion for more than 20 years.

Nancy serves on the Boards of The Joint Commission Board of Commissioners, Virginia Hospital & Healthcare Association, Roanoke Gas Company, Virginia Tech Carilion School of Medicine, HomeTown Bank, Solstas Lab, Rockingham Mutual Insurance Company, Western Virginia Foundation for the Arts and Taubman Museum. Previously, Nancy served on the Radford University Board of Visitors and the Foundation of Roanoke Valley, having chaired both organizations.

Nancy holds degrees with honors from the University of Virginia and Emory University and participated in postgraduate studies at the Kellogg School of Business, Northwestern University.



### **David P. Blom**

**President and CEO, OhioHealth Corporation, Columbus, OH**

**(Term 2014-16)**

David has been part of OhioHealth since 1983 and its president and chief executive officer since 2002. He served as the system's executive vice president and chief operating officer between 1999 and 2002. A \$2.5 billion health care organization, OhioHealth Corporation serves a 40-county region with eight owned hospitals, two managed hospitals, 20 health and surgery centers, a comprehensive home care provider, hospice services, and rehab facilities. For his first 16 years at the system, David served in various capacities, including as president and CEO of Grant Medical Center and Riverside Methodist Hospital.

Throughout his career, David has been active on boards of health care-related and community organizations; his current board memberships include the Columbus Foundation, the Columbus Downtown Development Commission (also its treasurer), Columbus 2020, the Columbus Partnership, Voluntary Hospitals of America, and VHA's for-profit subsidiary, Provista. Among his many honors, David was named "Businessperson of the Year" by Columbus Business First in 2012, chosen by his peers through *Columbus CEO Magazine* in 2011 to be "CEO of the Year – Large Non-Profit," recognized as "Executive of the Year" by *TechColumbus* in 2010, and honored by Ohio University with the Phillips Medal of Public Service in 2009.

A graduate of The Ohio State University in Columbus, David received his master's degree in health care administration from George Washington University in Washington, DC.



### **David L. Bronson, M.D., FACP, FRCP - Edinburgh**

**Senior Public Policy and External Affairs Advisor, Cleveland Clinic Health System, Cleveland, OH**

**(Term 2012-14)**

After 30 years in hospital and clinic operations, David transitioned in early 2014 to the role of Senior Public Policy and External Affairs Advisor for the Cleveland Clinic Health System, where he works closely with executive administration and governmental affairs staff to advocate for public policies that put patients first, encourage healthy lifestyles, promote medical education and research in the clinical care environment and support the system's efforts to provide the best medical care in the country. Previously, David was president of the Cleveland Clinic Community Hospitals where he was responsible for oversight of eight regional hospitals and one affiliate hospital in Northeast Ohio, supervising an enterprise with more than 12,000 employees, 105,000 admissions, 350,000 ED visits and net revenue of \$1.7 billion each year.



David is Immediate past president of the American College of Physicians and Professor of Medicine at the Cleveland Clinic Lerner College of Medicine of Case Western Reserve University. David previously served as the chair of the Medicine Institute at the Cleveland Clinic, with duties that included supervising the clinical, educational, and research activities of more than 300 faculty members. He also led the development of Cleveland Clinic's 15 Family Health Centers in Northeast Ohio; is a member of The Joint Commission Board of Commissioners where he is chair-elect; chairs the Accreditation Committee, serves on the Executive Committee and Finance and Audit Committee; is a past chair of the Board of Directors of the American Medical Group Association; is chair-elect of the American Medical Association Integrated Practice Physician Section (IPPS); and also serves on the Governor's Advisory Council on Healthcare Payment Innovation. He has received numerous honors and has been selected the last 20 years for The Best Doctors in America.

David is a graduate of the University of Vermont College of Medicine and completed residency training at the University of Wisconsin and at Vermont.

**Lloyd H. Dean**  
**President and CEO, Dignity Health, San Francisco, CA**  
**(Term 2014-16)**

Lloyd is president and chief executive officer of Dignity Health, one of the nation's five largest health care systems with a 21-state network of nearly 11,000 physicians, 60,000 employees, and more than 300 care centers, including hospitals, urgent and occupational care, imaging centers, home health, and primary care clinics. He is responsible for the organization's nearly \$14 billion in assets, overall management, governance, strategy, and direction and has led Dignity Health through significant strategic, operational, and financial transformations. Lloyd has brought the organization to its current status as a leading health care organization recognized for high quality, compassionate care, operational excellence, and strong financial results; in fiscal year 2013, Dignity Health provided \$1.7 billion in charitable care and services.



Lloyd is a member of the Board of Directors of Wells Fargo & Company, and of Cytori Therapeutics, an international leader in regenerative medicine and adult stem cell research. He is also Chair of the Board of Directors for the Committee on Jobs, an organization that brings employment to the San Francisco Bay Area. He previously served as Board Chair of the Bay Area Council, Board Chair and Board of Trustees member for the Catholic Health Association and board member for Mercy Housing California, a not-for-profit organization dedicated to developing, operating and financing affordable housing.

A strong advocate for health care reform, Lloyd has been actively engaged with the White House Cabinet on health care issues. He directly participated in health care reform discussions with President Barack Obama and was appointed to the State Healthcare Cost Commission charged with developing practical state policies to contain health care costs in the nation.

Lloyd holds degrees in sociology and education from Western Michigan University and received an honorary doctorate of humane letters from the University of San Francisco. In 2013, he was ranked number 34 in *Modern Healthcare's* "100 Most Influential People in Healthcare" and is consistently named one of the "Top 25 Minority Leaders in Healthcare."

**Margaret "Denny" DeNarvaez**  
**President and CEO, Wellmont Health System, Kingsport, TN**  
**(Term 2012-14)**

Denny is president and chief executive officer of Wellmont Health System, a seven-hospital system with 7,000 employees formed in 1996 to serve the Tri-Cities region of Northeast Tennessee and Southwest Virginia. Denny previously served as the Regional CEO for the Sisters of Mercy for both the East and West region including Oklahoma and St. Louis, and continued her position as CEO for St. John's Mercy Health Care, which includes hospitals in both St. Louis and Washington, Missouri; as president of Abbott Northwestern Hospital in Minneapolis, part of Allina Hospitals and Clinics; and as CEO and chief financial officer of Florida Medical Center in Fort Lauderdale.



Denny was the 2009 recipient of the Visionary Leadership Award from the Missouri Hospital Association and in 2007 was named one of the Top 25 Most Influential Businesswomen by the St. Louis Business Journal.

Denny holds a bachelor of business administration in accounting from Drake University, FL; is a certified public accountant; and holds leadership certifications from the University of Michigan Business School in Ann Arbor and the University of St. Thomas in St. Paul, Minn.

**David M. Dill**

**President and Chief Operating Officer, Lifepoint Hospitals, Brentwood, TN  
(Term 2012-14)**

David serves as LifePoint Hospitals president and chief operating officer. Prior to assuming his current position in April 2009, David served as the company's executive vice president and chief financial officer since joining LifePoint in July 2007. LifePoint operates 58 hospital campuses in 20 states and is the sole community hospital provider in the majority of the communities it serves.

Previously, David served as executive vice president of Fresenius Medical Care North America and as chief executive officer in the East Division of Fresenius Medical Care Services, a wholly owned subsidiary of Fresenius Medical Care AG & Co. KGaA. Prior to this, David served as executive vice president, chief financial officer and treasurer of Renal Care Group, Inc., a publicly-traded dialysis services company, from November 2003 until Renal Care Group was acquired by Fresenius Medical Care in March 2006.

David serves on the board of Kids Across America, a non-profit Christian Sports Camp ministry, and is a former director of Psychiatric Solutions, Inc., a behavioral health services company.



**Reynold Jennings, FACHE**

**President and CEO, WellStar Health System, Marietta, GA  
(Term 2013-15)**

Reynold has been the president and chief executive officer of WellStar Health System in Marietta, Georgia, since August 2011. He is a former chief operating officer of Tenet Healthcare with 35 years experience in hospital management, managing more than 100 hospitals in 15 states. He began his career as a pharmacist, soon rising to senior vice president and COO at Hamilton Medical Center in Dalton. He served as CEO of a number of acute care hospitals in Georgia and Florida, and was also CEO of Ramsey Healthcare in New Orleans. Reynold also served as chairman of the board of both a large Medicare Advantage insurance company in New Orleans and the Cleveland Clinic–Tenet partnership hospital in Weston, Florida.

A fellow of the American College of Healthcare Executives, Reynold retired from corporate life in 2007, but he never retired from health care. He serves on the board of Jackson Healthcare in Alpharetta, a diversified healthcare services firm and is a former board member and officer of the American Federation of Hospitals.

Since joining WellStar, some of Reynold's accomplishments include the expansion of the physician-led clinical service lines; incorporation of strategic planning to include private practicing physicians; the formation of the Georgia Health Collaborative which he serves as its founding chairman; and the creation of the Center for Health Transformation, a multi-hospital, multi-state collaborative for creating and sharing best practices in healthcare.

Reynold is a graduate of the University of Georgia with a pharmacy degree and received his master's degree in business administration from the University of South Carolina.



**Larry R. Kaiser, M.D.**

**President and CEO, Temple University Health System, Philadelphia, PA  
(Term 2014-16)**

An internationally-renowned academic executive, thoracic surgeon, researcher and author, Larry is chief executive officer of Temple University Health System, Senior Executive Vice President for the Health Sciences, and Dean of Temple University School of Medicine. Prior to joining Temple, he was President of UT Health, the University of Texas Health Science Center at Houston, where he was responsible for six schools, more than 10,000 faculty and trainees, and a 900-member physician practice.



Larry has served in a number of leadership capacities for professional societies and associations, and has been a director of the American Board of Surgery and the American Board of Thoracic Surgery. In 2004, he was elected to the Institute of Medicine of the National Academy of Sciences. He is the author or co-author of 14 books and over 250 original papers, and is a current or past editorial board member of the *Annals of Surgery*, the *American Journal of Surgery*, the *Journal of Thoracic and Cardiovascular Surgery*, and a half dozen other journals. Larry maintains time in his schedule at Temple for a limited surgical practice.

A graduate of Tulane University School of Medicine, Larry completed his internship and residency in General Surgery as well as a fellowship in Surgical Oncology at the University of California (Los Angeles). He then completed a residency in cardiovascular surgery and thoracic surgery at the University of Toronto.

**William B. Leaver, FACHE**

**President and CEO, UnityPoint Health, West Des Moines, IA  
(Term 2014-16)**

Bill has served as president and chief executive officer of UnityPoint Health, formerly Iowa Health System, since January 2008. Prior to that he was president and chief executive officer at Rock Island, IL-based Trinity Regional Health System, which is an affiliate of UnityPoint Health. He also has served in several senior executive positions at St. John Hospital and Medical Center in Michigan. Bill has more than 35 years of executive health care experience.



UnityPoint Health is one of the nation's most integrated health systems. Through relationships with 32 hospitals in metropolitan and rural communities and more than 290 physician clinics, UnityPoint Health provides care throughout Iowa, western Illinois and southern Wisconsin.

UnityPoint Health entities employ more than 28,000 employees, working toward innovative advancements to deliver the Best Outcome for Every Patient Every Time. Each year through more than 4.5 million patient visits, UnityPoint Health hospitals and clinics provide a full range of care to patients and families. With annual revenues of \$3.7 billion, UnityPoint Health provides community benefit programs and services to improve the health of people in its communities.

A member of many civic and professional associations, Bill is a Fellow of the American College of Healthcare Executives. He serves on the Girl Scouts of Eastern Iowa and Western Illinois board of directors, Principal Charity Classic board of directors and the University of Michigan's Griffith Leadership Center Advisory Board. He is a member of the Iowa Business Council, Health Management Academy, Greater Des Moines Committee and Greater Des Moines Partnership Chair's Circle.

Bill received a bachelor of science degree in public administration from Western Michigan University and a master's in Health Services Administration from the University of Michigan.

**Joseph D. McDonald, FACHE**  
**President and CEO, Catholic Health, Buffalo, NY**  
**(Term 2014-16)**

Joe is president and chief executive officer of Catholic Health in Buffalo, and leads one of the two largest health systems in Western New York. He also leads a team of 8,200 associates and 1,200 physicians working to transform healthcare throughout the region. With annual revenues of \$763 million, Catholic Health includes a complete continuum of services including three hospitals on four campuses, five skilled nursing facilities, two adult homes, three home care agencies, twelve primary care centers, six diagnostic and treatment centers, and a unique senior living community.

Since coming to Buffalo in 2002, Joe has launched Catholic Health in a new strategic direction. Today, Catholic Health programs, services, and its relationships with the medical community, are better aligned to ensure the continued success of its mission “to reveal the healing love of Jesus to those in need.” During Joe’s tenure, the System has experienced a growth in services, the introduction of advanced technology, improved quality and safety, and a return to fiscal stability. Joe has led efforts to turn Catholic Health’s fiscal situation around, finishing the last six years with a positive operating margin, while increasing the health system’s charity care and community services contribution to more than \$37 million annually.

He is a board officer of the Healthcare Association of New York State, and serves on its Executive, Compensation, Audit and Solutions Committees. Joe also serves on the Canisius College Board of Trustees and the Mount St. Mary’s Hospital Board of Trustees.



**Robert W. Pryor, M.D.**  
**President, Chief Operating Officer and Chief Medical Officer,**  
**Baylor Scott & White Health, Temple, TX**  
**(Term 2014-16)**

Bob began his tenure as president, chief operating officer and chief medical officer of Baylor Scott & White Health in October 2013, with the completion of a merger to create the largest nonprofit health system in Texas with a total of \$8.3 billion in assets. The new health care system includes 43 hospitals, 500 patient care sites, 6,000 affiliated physicians, 34,000 employees and the Scott & White Health Plan. Prior to this, Bob served two years as president and chief executive officer of Scott & White Healthcare, and as its chief medical officer since 2005 and its chief operating officer since 2007. Scott & White Healthcare owned, partnered with, or managed 12 hospital sites, two additional facilities, more than 65 primary care and specialty clinic locations, and a health plan with more than 215,000 members. Before joining Scott & White Healthcare, Bob served as chief medical officer at St. Joseph’s Hospital and Medical Center in Phoenix, Arizona.



In 2011, Bob became the only physician in Central Texas and one of 65 nationally to be named to *Becker's Hospital Review* annual list of Physician Leaders of Hospitals and Health Systems.

A Temple, Texas native, Bob is board certified by the American Board of Pediatrics, as well as a fellow of the American College of Chest Physicians and The American College of Critical Care Medicine. A graduate of Baylor University in Waco, Bob received his medical degree from the University of Texas Medical Branch at Galveston. He completed a pediatric internship and residency at the University of Oklahoma Health Sciences Center, and a pediatric intensive care medicine fellowship at Baylor College of Medicine in Houston, and received his MBA from Arizona State University.

**Thomas J. Sadvary, FACHE**  
**Chief Executive Officer, Scottsdale Lincoln Health Network, Scottsdale, AZ**  
**(Term 2013-15)**

Tom is chief executive officer of Scottsdale Lincoln Health Network, where he led the creation of the \$1.5 billion nonprofit organization through affiliation in 2013 of Scottsdale Healthcare and John C. Lincoln Health Network.

Tom was appointed president and CEO of Scottsdale Healthcare in 2005 following progressive executive roles after joining the organization in 1986 as administrator of Scottsdale Healthcare Shea Medical Center. He began his career at the University of Pittsburgh Medical Center and Barberton Citizens Hospital.

Tom is a fellow in the American College of Healthcare Executives. His community leadership roles have included the Arizona Hospital & Healthcare Association, Scottsdale Area Chamber of Commerce, Scottsdale/Paradise Valley YMCA, and Chair of the City of Scottsdale McDowell Road Task Force. He continues to lead the community through involvement in the American Hospital Association, Scottsdale Rotary Club and Greater Phoenix Leadership Council.

Tom earned his bachelor of arts degree from Allegheny College and his master's degree in Public Health from the University of Pittsburgh. He also worked as a paramedic prior to attending graduate school.



**Rulon F. Stacey, Ph.D., FACHE**  
**President and CEO, Fairview Health Services, Minneapolis, MN**  
**(Term 2013-15)**

Rulon is president and chief executive officer of Fairview Health Services, one of the largest integrated health systems in the Upper Midwest. Before assuming this position, Rulon was president of the University of Colorado Health, a partnership that combined Poudre Valley Health System and the University of Colorado Hospital, and he served for 16 years as CEO of Colorado's Poudre Valley Health System. Under his leadership, the system was the only health care organization in the country to receive the prestigious Malcolm Baldrige National Quality Award in 2008, the nation's highest presidential recognition for performance excellence.

Fairview's continuum includes more than 40 primary care clinics, a wide range of specialty services, home care, senior services, pharmacies and more. Fairview also owns six hospitals—five community hospitals and the University of Minnesota Medical Center, Fairview. More than 22,000 employees and 2,500 affiliated physicians provide care at Fairview each year, serving more than half a million people in its clinics, hospitals and other care settings.

Rulon holds a bachelor's degree in economics and a master's degree in health administration from Brigham Young University and a doctor of philosophy in public administration from the University of Colorado. He served as 2011 chairman of the 43,000-member American College of Healthcare Executives (ACHE) and was appointed in 2003 by the United States Secretary of Commerce as the Chair of the Board of Overseers of the Malcolm Baldrige National Quality Award.



**William P. Thompson**  
**President and CEO, SSM Health Care, St. Louis, MO**  
**(Term 2012-14)**

Bill became president and chief executive officer of SSM Health Care in August 2011 after serving as president and COO for two years. Bill has been with SSM Health Care since 1980, serving in a variety of capacities. Before being named president and COO, he was senior vice president of strategic development (1993 to 2009), served as a regional vice president for six years, and prior to that served as executive director of St. Mary's Hospital in Kansas City, Missouri.



SSM Health Care is a Catholic, not-for-profit health system which began with five religious Sisters who journeyed to St. Louis in 1872 from Germany to be of service to people in need. In their early ledgers, the sisters listed patients who could not pay for their care as "Our Dear Lord's." The system continues to look for ways to promote good health among people in the communities it serves. It was the first health-care organization to receive the Malcolm Baldrige National Quality Award in 2002. An early adopter of the electronic health record, SSM is now a national leader for the depth of its EHR integration.

SSM's September 2013 merger with Wisconsin-based Dean Health Systems transforms it from a hospital-based system to a large, integrated delivery system with networks in each of its regions. SSM operates in four Midwestern states: Wisconsin, Illinois, Oklahoma and Missouri with more than 150 outpatient sites, a pharmacy benefit company, an insurance plan, 18 hospitals, two nursing homes, home care, hospice, a technology company, and an accountable care organization. The addition of Dean brings the number of physician office encounters (visits) to 4 million across the system. With more than 1,300 employed physicians and 29,500 employees, SSM is one of the largest employers in every community it serves. Today, SSM has more than 7,000 employed and affiliated physicians, 8,500 nurses and nearly 2,500 volunteers.

Bill is known for his commitment to quality improvement. In 1997, he coauthored the book *CQI and the Renovation of an American Health System – A Culture Under Construction* with former SSM president and CEO Sr. Mary Jean Ryan. Bill and Sr. Ryan were responsible for the system's decision to adopt continuous quality improvement in 1990. Deeply committed to SSM's mission "Through our exceptional health care services, we reveal the healing presence of God," Bill is focused on redesigning the health care experience to best meet the unique needs of patients.

**Nick W. Turkal, M.D.**  
**President and CEO, Aurora Health Care, Milwaukee, WI**  
**(Term 2012-14)**

Nick is president and chief executive officer of Aurora Health Care, a not-for-profit health care provider dedicated to helping people live well. As one of the country's most comprehensive integrated health care systems and the state's largest private employer, Aurora is a recognized national leader in efforts to improve the overall quality and value of health care. Aurora's 30,000 caregivers, including 1500 employed physicians, provide care across the continuum in two tertiary-care centers, twelve community hospitals, one mental health inpatient facility, 159 clinics, 70 retail pharmacies, the Aurora Visiting Nurse Association and Aurora Family Service.



During the course of his career, Nick has cared for patients in rural private practice as well as holding a variety of leadership positions with Aurora. He was named CEO of Aurora Health Care in 2006. In addition to leading Wisconsin's largest private employer, Nick continues to be Board Certified in Family Practice, holds memberships in a number of professional organizations and sees patients on a regular basis.

Nick currently serves on the Creighton University Medical Alumni Advisory Board. He is also a past Chair of the Wisconsin Hospital Association Board.

**Arthur Ushijima**  
**President and CEO, Queen's Health Systems, Honolulu, HI**  
**(Term 2012-14)**

Art was appointed president and chief executive officer of The Queen's Health Systems in 2005. He is also president of The Queen's Medical Center, a position held since 1993. From 1992 to 1993, he was interim president and from 1989 to 1992, executive vice president and chief operating officer. Before joining The Queen's Medical Center, Art was executive vice president and chief operating officer of Akron General Medical Center in Ohio. Prior to this, he held various healthcare management positions, including chief executive officer for four years at St. Mary's Hospital in Kansas City, Missouri, and chief operating officer for two years. From 1973 to 1980, he was an officer in the U.S. Air Force Medical Service, serving as a healthcare administrator in two Air Force hospitals and as a staff officer in the Office of the Air Force Surgeon General.

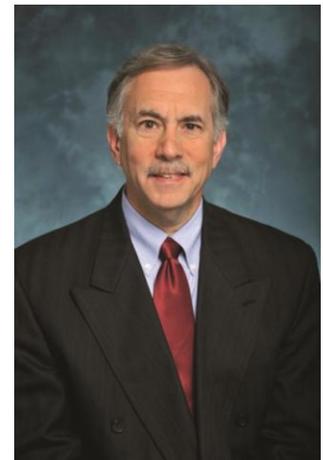


Art has been involved with numerous community service and professional organizations and boards locally and in other states. He is currently on the boards of Hawaii Business Roundtable; Healthcare Association of Hawaii; Hawaii Residency Programs; and the University of Hawaii Foundation and numerous Queen's boards such as The Queen's Health Systems and The Queen's Medical Center. He has served on the corporate board of VHA, Inc, in Dallas; various Hawaii governmental boards and commissions such as the Hawaii Health Systems Corporation; and the Hawaii Medical Education Council.

Art received his bachelor of arts degree in biology from Cornell College and his master of arts degree in hospital and health administration from the University of Iowa.

**Jeffrey K. Winter, FACHE**  
**Executive Consultant, Kindred Healthcare, Louisville, KY**  
**(Term 2013-15)**

Jeff is an executive consultant at Kindred Healthcare, having served as president, National Hospital Division & executive vice president, from November 2010–13. He is also a member of the Company's Executive Committee. Previously, Jeff served as chief administrative officer of Providence Health and Services, California Region; spent 10 years with Catholic Healthcare West, most recently as president of Group Operations; and spent ten years in various management capacities with the Hospital Corporation of America.



Through its subsidiaries in 2013, Kindred provided healthcare services in 2,215 locations, including 120 transitional care hospitals, six inpatient rehabilitation hospitals, 224 nursing and rehabilitation centers, 27 sub-acute units, 102 hospice, home care and private duty locations, 104 inpatient rehabilitation units (hospital-based) and a contract rehabilitation services business, RehabCare, which served 1,632 non-affiliated facilities.

Jeff received his bachelor of arts in psychology from California State University in San Francisco and a master of business administration in healthcare administration from Golden Gate University in San Francisco.