



AMERICA'S ESSENTIAL HOSPITALS

DATE September 30, 2014
TO Nominating Committee
FROM Bruce Siegel, president and CEO
RE Board Vacancies

MEMORANDUM

With the departure of David Lopez from the board this summer, the nominating committee is asked to consider candidates for two openings: secretary and at-large director. The nominating committee's recommendations will be presented to the full board of directors on October 28 for appointment.

Requested Action:

- 1. Confirm Michael Karpf, MD, as the recommended candidate for the position of secretary***
- 2. Discuss and rank candidates to fill the At Large vacancy.***

Candidate for Secretary: Michael Karpf, MD

Michael Karpf, MD is recommended for the position of secretary with a term that runs through June 30, 2015. He is eligible to be elected to a second one-year term. Dr. Karpf has served on the board since 2011. He has served on the strategic planning committee for two years and in July, became chair of the committee.



Michael Karpf, MD
Executive Vice President for Health Affairs
UK Health Care

Dr. Karpf earned a BA and an MD from the University of Pennsylvania. After completing an internship in medicine at Johns Hopkins Hospital, he served as a research associate in the Laboratory of Immunology, Institute of Allergy and Infectious Disease, at the National Institutes of Health until 1974. He returned to

the Hospitals of the University of Pennsylvania to complete his medical residency. During that time, Dr. Karpf completed a fellowship in hematology/oncology and from 1976-1977 served as chief medical resident at the Hospitals of the University of Pennsylvania and Veterans Administration Hospital.

From 1976-1978, Dr. Karpf was an assistant professor of medicine (hematology/oncology department) in the Internal Medicine Department at the University of Pennsylvania. In 1978, Karpf went to the University of Miami School of Medicine, where he served as an assistant professor of medicine.

In 1979, he was recruited to the University of Pittsburgh to develop a Division of General Internal Medicine. From 1979-1994, Karpf served in many capacities from assistant professor of medicine to the Falk Professor of General Internal Medicine and vice chairman of the Department of Medicine. He also held a joint appointment as professor of diagnostic services, dental medicine, Department of Diagnostic Services. At the University of Pittsburgh, Karpf was instrumental in restructuring the educational programs for medical students and house staff as well as the clinical programs of the Department of Medicine.

From 1994-1995, Dr. Karpf served as senior vice president for clinical affairs at Allegheny General Hospital in Pittsburgh, and professor of medicine at the Medical College of Pennsylvania-Hahnemann University.

In 1995, Karpf was recruited to the University of California, Los Angeles. During his tenure, he integrated three hospitals into one corporate entity. He was responsible for the planning and rebuilding of two replacement hospitals and was instrumental in developing a primary care network for UCLA. In addition, as a member of the senior leadership team of the UCLA Medical Enterprise, Karpf was instrumental in forging a working partnership between the practice plans and the hospital system. This partnership inspired the development of UCLA Healthcare as an integrated health delivery system. He is a member of the Executive Committee of the California Hospital Association and the University Health System Consortium.

In 2003 Dr. Karpf was named Executive Vice President for Health Affairs at the University of Kentucky in Lexington. Responsibilities include the clinical and administrative leadership of the clinical enterprise at the UK Chandler Medical Center, including UK Chandler Hospital, Kentucky Children's Hospital, Kentucky Clinics, and associated health programs and entities owned and operated by the University of Kentucky to support the clinical enterprise. The dean of the College of Medicine reports to Karpf for all clinical operations. Karpf has joint oversight with UK's Provost of the clinical activities in the Colleges of Dentistry, Nursing, Pharmacy and Health Sciences.

Dr. Karpf's academic interests have been in developing and evaluating innovative educational and clinical programs. He also developed a strong presence in health services focusing on the evaluation and management of common medical problems at the University of Pittsburgh. At UCLA, Karpf was instrumental in establishing a Center for Medical Ethics and a Center for Patient Quality and Safety. He has received many honors and awards, published extensively, and has reviewed numerous journals. In addition, he has been involved in a wide range of civic and professional organizations.

Candidates for At-Large Director

Four candidates are presented for consideration for the at-large director position created by moving Michael Karpf to secretary:

- Akram Boutros, MD, President and CEO, The MetroHealth System
- Dennis Keefe, President and CEO, Care New England Health System
- Sharon O'Keefe, MS, President, University of Chicago Medicine
- Sam Ross, MD, CEO, Bon Secours Baltimore Health System

The initial term for this position will run through June 30, 2015. Candidates will be eligible for re-election to additional two-year terms.



Akrom Boutros, MD
President and CEO
The MetroHealth System

Dr. Akram Boutros joined The MetroHealth System as President and Chief Executive Officer in June 2013.

Dr. Boutros serves as the leader of The MetroHealth System and is its primary public representative, reporting to the Board of Trustees. He works in partnership with the Board to ensure that the organization fulfills its mission and creates strategies that ensure its future success.

Dr. Boutros has more than 20 years of leadership experience in large community hospitals, specialty hospitals and academic medical centers. Most recently, he was President of BusinessFirst Healthcare Solutions, a healthcare advisory firm focused on clinical transformation, operational turnarounds, and emerging health delivery and reimbursement models. Dr. Boutros previously served as Executive Vice President and Chief Administrative Officer for St. Francis Hospital - The Heart Center in Roslyn, New York, and as

Executive Vice President, Chief Medical Officer, and Chief Operating Officer at South Nassau Hospital in Oceanside, New York.

An internist, Dr. Boutros attained his Doctor of Medicine at S.U.N.Y. Health Sciences Center at Brooklyn. He is a graduate of Harvard Business School's Advanced Management Program, and is a recognized thought leader in management systems. He is a widely published author on subjects such as trust and innovation, and lectures at several prestigious academic institutions.



Dennis Keefe
President and CEO
Care New England Health System

Dennis Keefe currently serves as the President and CEO of the Care New England (CNE) Health System based in Providence, R.I. Keefe has occupied this position since Aug. 2011. CNE consists of four hospitals (Butler, Women & Infants, Kent and Memorial (effective 9/13) Hospitals) and the VNA of Care New England, with revenues of \$1 Billion annually. Recent accomplishments include the acquisition of Memorial Hospital of RI, a new Academic Affiliation with Brown University School of Medicine, an Affiliation with The Providence Center for Behavioral Health, and an Innovative Strategic Partnership with Blue Cross/Blue Shield of RI.

Keefe previously served as the CEO of Cambridge Health Alliance (CHA) and the Commissioner of Public Health for the City of Cambridge, Mass. from 2002-2011. CHA grew significantly under Keefe's leadership, becoming an over \$1 billion integrated healthcare delivery system. While at CHA, Keefe led the organization through a significant service reconfiguration plan which served to stabilize the foundation of CHA to serve its employees and patients for the future.

Keefe also served as chair of the Massachusetts Hospital Association (MHA). Additionally, he has served on the Executive Committee of the National Association of Public Hospitals and as Board Chair of the National Public Health and Hospital Institute.

In 2008, Keefe was honored with a Lifetime Achievement Award from the Massachusetts advocacy organization Health Care for All for his efforts to improve access to medical care in Mass. and, in 2009, received the American College of Healthcare Executives' Massachusetts Healthcare Executive of the Year Award.

He is a highest honors graduate of Northeastern University where he received the Dean's Citation Award as the top student in the Health Sciences Program. Keefe also earned a master's degree in business administration, with a focus in health care administration, from Northeastern University, and was honored as the 2005 Alumnus of the Year by Northeastern University.



Sharon O'Keefe, MSN
President
University of Chicago Medical Center

Sharon O'Keefe, a nationally recognized authority on hospital operations, health care quality, patient satisfaction and employee engagement, was named president of the University of Chicago Medical Center in Feb. 2011.

O'Keefe comes to the Medical Center from Loyola University Medical Center, in Maywood, Ill., where she served as president since April 2009. Prior to that position, she served for seven years as chief operating officer at Barnes-Jewish Hospital in St. Louis.

As Medical Center president, O'Keefe works with clinical faculty and the senior management team to improve the patient experience, develop outstanding clinical programs, and enhance staff and physician satisfaction. She reports to Kenneth Polonsky, dean of the Division of the Biological Sciences and the Pritzker School of Medicine and executive vice president for medical affairs at the University of Chicago, who worked with O'Keefe at Barnes-Jewish Hospital.

O'Keefe began her health care career as a critical care nurse. O'Keefe soon advanced into more administrative roles, where she focused on improving hospital operations and performance, enhancing health care quality and safety, and increasing patient as well as employee satisfaction. Her quality-improvement efforts led to national recognition. O'Keefe was appointed an examiner for the U.S. Department of Commerce's Malcolm Baldrige National Quality Award in 2005. O'Keefe currently serves on the National Institutes of Health Advisory Board for Clinical Research.

A Chicago native, O'Keefe, 58, received her bachelor of science in nursing from Northern Illinois University in 1974. In 1976, while working as a nurse at Loyola University Medical Center, she earned a master of science in nursing from that university's nursing school. In 1979, she was recruited to Johns Hopkins Hospital as the director of nursing for surgical services. After six

years at Hopkins, she became an associate hospital director at the 900-bed Montefiore Hospital in the Bronx, N.Y.

From 1987 to 1989, she was senior manager for health care at the accounting firm, Ernst & Whinney (now Ernst & Young), where she developed a consulting practice focused on organizational design, operations improvement and large-scale change management. Clients included large, complex academic medical centers.

She returned to hospital administration in 1989 and spent ten years as senior vice president for operations at the University of Maryland Medical System in Baltimore, where she focused on clinical program development and customer satisfaction. Her efforts helped the Medical System become the first health care organization to receive the State of Maryland Quality and Productivity Award.

In 1999 she moved to Boston's Beth Israel Deaconess Medical Center, a teaching affiliate of Harvard Medical School. As executive vice president and chief operating officer, she developed and implemented a financial recovery plan for the recently merged but financially challenged hospitals. In 2002 she became chief operating officer at Barnes-Jewish Hospital, consistently ranked as one of the top ten hospitals in the United States.

O'Keefe took over from Ken Sharigian, who had been serving as interim president of the Medical Center. O'Keefe is married to Hal Moore. They have a daughter, Mackenzie.



Sam Ross, MD, MS

CEO

Bon Secours Baltimore Health System

Samuel Ross, MD, MS, is the Chief Executive Officer of Bon Secours Baltimore Health System. Dr. Ross is responsible for the direction and management of Bon Secours Baltimore's integrated urban health system which includes a 125-bed acute care hospital, a community based primary care site, two substance abuse treatment centers, behavioral medicine, HIV/AIDS and Renal Dialysis

services, preventive health/education programs, and an extensive community housing redevelopment program. Along with his responsibilities as CEO of Bon Secours Baltimore, Dr. Ross also has an expanded role within Bon Secours Health System where he is the "Market Leader" for Bon Secours Kentucky. The CEO of the Kentucky market reports to Dr. Ross. He also coordinates CEO forums for the system. Dr. Ross is a member of the Board of Directors of the prestigious Federal Reserve Bank of Richmond, Baltimore

branch. The May 2012 issue of Modern Healthcare Magazine named the Bon Secours CEO as one of the nation's Top 25 Minority Executives in Healthcare.

Dr. Ross is known for his commitment to quality health care as demonstrated by his membership in distinguished professional organizations such as the National Association of Health Services Executives (NAHSE). He received the 2010 Community Service/ health care Executive Award from NAHSE for his work in Baltimore City to improve health care and efforts to narrow the gap of disparities in the community. Dr. Ross is a member of the National Medical Association and the Maryland Hospital Association. He is committed to improving our community and is active in a number of professional organizations focused on moving health care forward. The professional affiliations include: American Diabetes Association, Alzheimer's Association, American Heart Association, American Cancer Society, the Maryland Patient Safety Center and the Greater Mondawmin Coordinating Council.

Prior to his arrival in Baltimore, Dr. Ross was a member of the staff of Parkland Health & Hospital System in Dallas, Texas where he served in varied positions for over 14 years including: Executive Vice President and Chief Medical Officer of the Medical Staff/House Staff Division. Formerly, he was an Associate Director of the Family Medicine Residency program at St. Paul Medical Center. Dr. Ross was also Clinical Professor in the Department of Family Medicine at the University of Texas Southwestern Medical Center and Associate Dean for Clinical Affairs at Parkland.

Dr. Ross received his medical degree from the University of Texas Health Science Center Medical School in San Antonio, Texas, and a master of science in medical management from the University of Texas at Dallas, Richardson, Texas.

Dr. Ross and his wife Carolyn have three children.