



managed care plan (200,000 member HMO), skilled nursing homes and residential care units, a variety of diversified businesses and joint ventures. Directed all the company's teaching and academic medical centers (St. Luke's and Denver Presbyterian, Denver and St. Joseph's Medical Center, Omaha), with regional annual revenues approaching one billion dollars.

### PREVIOUS POSITIONS

Full Time:

<b>Children's Hospital and Adult Medical Center, San Francisco, CA</b> <b>President and Chief Executive Officer</b>	<b>1977 - 1983</b>
<b>West Suburban Hospital, Oak Park, IL</b> <b>President and Chief Executive Officer</b>	<b>1975 - 1977</b>
<b>Grand Rapids Metropolitan Hospital, Grand Rapids, MI</b> <b>President and Chief Executive Officer</b>	<b>1970 - 1975</b>

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### EDUCATION

M.A., Hospital and Health Administration, University of Iowa, 1965

### APPOINTMENTS

Appointed by New York Governor George Pataki to New York State Health Care Reform Task Force, and to two 3-year terms on New York State Health Care Planning and Review Council. Confirmed by the Senate. 1995

Appointed by Michigan Governor William Milliken as the sole hospital representative on the Michigan State Health Facilities Commission. Confirmed by the Senate. 1972

Member, City of Vero Beach Utilities Commission. 2014