

COVENANT HEALTH

Our Name is Our Promise



A Position Profile

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Vice President, CareLink



Covenant Health Inc.
Tewksbury, Massachusetts

FurstGroup
Defining and refining leadership.

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Covenant Health



Covenant Health, an innovative, non-profit regional health delivery network, is a leader in values-based healthcare and elder care. The \$605 million multistate Catholic system has locations throughout New England, with corporate offices based in northeastern Massachusetts. Serving as a healthcare consultant to various facilities on the upper East Coast, it sponsors hospitals, an employed medical group, nursing homes, assisted living residences, and other health and elder services. Covenant Health is dedicated to the health of the individuals and communities it serves and strives to offer a continuum of high-quality care.

Mission

Covenant Health is an innovative Catholic health organization committed to advancing the healing ministry of Jesus.

Values

Stewardship: We administer our human and material resources with responsibility and accountability.

Integrity: We promote justice, compassion and ethical behavior, respecting the dignity of each person.

Creativity: We shape our future, tempering idealism with realism, risk-taking with prudence.

Excellence: We deliver all services with the highest level of quality performance.

Collaboration: We work in partnership, dialogue and shared purpose.

Service: Through a personal and communal commitment, we advance the physical, spiritual and emotional well-being of others, especially the poor and underserved.

History

Covenant Health was established in 1983 by the Sisters of Charity of Montreal, “Grey Nuns,” to direct, support, and conduct their healthcare, elder care, and social service systems throughout the United States. Today, Covenant Health serves as sponsor, governance organization and manager of multiple health and elder care-related organizations throughout the upper East coast. The early formation of care sites were initially decentralized and in recent years have made the transition toward integration and centralization.

Locations

Covenant Health is proud to serve the following communities in Maine, Massachusetts, New Hampshire, Pennsylvania, Rhode Island, and Vermont:

Maine

Bangor

-) St. Joseph Healthcare (Member)
-) Bangor Nursing and Rehabilitation Center (Managed)

Biddeford

-) St. Andre Healthcare Facility (Member)

Lewiston

-) St. Mary's Health System (Member)

Portland

-) Saint Joseph's Rehabilitation & Residence (Managed)

Massachusetts

Boston

-) Regina Cleri Residence (Affiliated)

Brockton

-) St. Joseph Manor Healthcare (Member)

Cambridge

-) Sancta Maria Nursing Facility (Affiliated)
-) Youville House (Member)

Fall River

-) Fall River Jewish Home (Affiliated)

Framingham

-) Bethany Healthcare Center (Affiliated)

Haverhill

-) Penacook Place (Managed)

Lawrence

-) Mary Immaculate Health/Care Services (Member)

Lexington

-) Youville Place Assisted Living Residence (Member)

Waltham

-) Maristhill Nursing & Rehabilitation Center (Member)

Wellesley Hills

-) Elizabeth Seton Residence (Affiliate)
-) Marillac Residence (Affiliate)

Weston

-) Champion Health Center, Inc. (Managed)

Worcester

-) Notre Dame du Lac (Affiliated)
-) Notre Dame Long Term Care Center (Affiliated)
-) St. Mary Healthcare Center (Member)

New Hampshire

Manchester, NH

-) Holy Cross Health Center (Affiliated)

Nashua, NH

-) St. Joseph Hospital (Member)

Salem, NH

-) Salemhaven, Inc. (Managed)

Pennsylvania

Elmhurst Township

-) St. Mary's Villa (Member)

Rhode Island

Cumberland

-) Mount St. Rita Health Centre (Member)

Vermont

Colchester

-) Fanny Allen Corporation (Member)

Integrated Medical Group

Covenant Health System's employed medical group (IMG) represents approximately:

-) 17 percent of the combined hospital medical staffs
-) 135 physician FTEs
-) 92 advanced practice clinician FTEs
-) 227 total clinician FTEs
-) 55 percent primary care; 45 percent specialist and surgeons
-) 29 primary care locations
-) 500 support staff
-) \$130 million in net revenue out of \$486 million for the hospitals and \$605 million for the health system

Services

Acute Care Hospital

-) St. Joseph Healthcare, Nashua, NH
-) St. Joseph Healthcare, Bangor, ME
-) St. Mary's Health System, Lewiston, ME

Adult Day Health Center

-) Mary Immaculate Health/Care Services, Lawrence, MA
-) Sancta Maria Nursing Facility, Cambridge, MA
-) St. Joseph Manor Healthcare, Brockton, MA

Alzheimer's Services

-) Bethany Healthcare Center, Framingham, MA
-) Mary Immaculate Health/Care Services, Lawrence, MA
-) Notre Dame du Lac, Worcester, MA
-) Penacook Place, Haverhill, MA
-) St. Andre Healthcare Facility, Biddeford, ME
-) St. Mary Healthcare Center, Worcester, MA
-) St. Mary's Health System, Lewiston, ME

Assisted Living

-) Mary Immaculate Health/Care Services, Lawrence, MA
-) Notre Dame du Lac, Worcester, MA
-) St. Mary's Villa, Moscow, PA
-) Youville House, Cambridge, MA

-) Youville Place Assisted Living Residence, Lexington, MA

Hospice Services/Palliative Care Programs

-) Bangor Nursing & Rehabilitation Center, Bangor, ME
-) Elizabeth Seton Residence, Wellesley Hills, MA
-) Penacook Place, Haverhill, MA
-) St. Joseph Healthcare, Nashua, NH
-) St. Joseph Healthcare, Bangor, ME
-) St. Joseph Manor Healthcare, Brockton, MA
-) Saint Joseph's Rehabilitation & Residence, Portland, ME
-) Salemhaven, Salem, NH

Independent Living

-) Mary Immaculate Health/Care Services, Lawrence, MA
-) St. Mary's Health System, Lewiston, ME

Parish Nurse Program

-) St. Joseph Healthcare, Nashua, NH
-) St. Joseph Manor Healthcare, Brockton, MA
-) St. Mary's Health System, Lewiston, ME

Residential Care

- J Bethany Healthcare Center, Framingham, MA
- J Campion Health Center, Inc., Weston, MA
- J Marillac Residence, Wellesley, MA

Skilled Nursing Facility

- J Bangor Nursing & Rehabilitation Center, Bangor, ME
- J Bethany Healthcare Center, Framingham, MA
- J Campion Health Center, Inc., Weston, MA
- J Elizabeth Seton Residence, Wellesley Hills, MA
- J Fall River Jewish Home Inc. Fall River, MA
- J Holy Cross Health Center/St. George Manor, Manchester, NH
- J Maristhill Nursing Home & Rehabilitation Center Waltham, MA
- J Mary Immaculate Health/Care Services, Lawrence, MA
- J Mount St. Rita Health Centre, Cumberland, RI
- J Notre Dame Long Term Care Center, Worcester, MA
- J Penacook Place, Haverhill, MA
- J Regina Cleri Residence, Boston, MA
- J Salemhaven, Salem, NH
- J Sancta Maria Nursing Facility, Cambridge, MA
- J St. Andre Healthcare Facility, Biddeford, ME
- J St. Joseph Manor Healthcare, Brockton, MA
- J Saint Joseph's Rehabilitation & Residence, Portland, ME
- J St. Mary Healthcare Center, Worcester, MA
- J St. Mary's Health System, Lewiston, ME
- J St. Mary's Villa, Elmhurst Township, PA

Subacute Unit

- J St. Mary's Health System, Lewiston, ME

Supportive Living

- J Regina Cleri Residence, Boston, MA
- J St. Mary's Health System, Lewiston, ME

Transportation

- J Mary Immaculate Health/Care Services, Lawrence, MA
- J Youville House, Cambridge, MA

Wellness

- J Fanny Allen Corporation, Colchester, VT
- J St. Joseph Healthcare, Nashua, NH
- J Youville Place Assisted Living Residence, Lexington, MA

Women's Health Services

- J St. Joseph Healthcare, Nashua, NH
- J St. Joseph Healthcare, Bangor, ME
- J St. Mary's Health System, Lewiston, ME

Executive Biographies

David Lincoln *President and Chief Executive Officer*

David Lincoln is President/CEO of Covenant Health. He has held this position since 1989 providing leadership to the diverse health and human service organizations which comprise the system, including acute care, assisted living, skilled nursing, and elderly housing. David is responsible for developing and implementing corporate strategies, system integration and operational performance. He is a member of the board of directors of Covenant. Prior to his current position, David was Covenant's chief operating officer and vice president of planning. He originally joined the senior management team of Covenant in 1984.

Prior to joining Covenant, David held several senior administrative positions at Memorial Health System and Memorial Hospital, South Bend, Indiana. In those positions, he provided leadership in strategic planning, sales, marketing, and new service development at Memorial. In addition, David has served as adjunct faculty at Notre Dame and the University of Lowell, teaching master's level students strategic business planning. He has served on numerous boards of not-for-profit organizations involved in healthcare delivery. David currently serves on the board of First Initiatives Insurance, Ltd., and is a member of the finance committee at Catholic Health Initiatives. He is the vice chairperson of Yankee Alliance, Inc., and vice chairperson of Yankee Alliance, LLC. He is past vice chairperson of the Board of Stewardship Trustees of Catholic Health Initiatives. David is a trustee emeritus of Catholic Healthcare Partners and served as the first lay chairperson of the Corporate Member. He has served as past chairperson president of the American Hospital Association's Society for Healthcare Planning and Marketing, and he has served as the chairperson of the American Hospital Association's Governing Council for Healthcare Systems. He is a past officer of the board of trustees of the New England Healthcare Assembly, is a past chairperson of Yankee Alliance, and is the former chairperson and speaker of the Membership Assembly for the Catholic Health Association. David is a Fellow of the American College of Healthcare Executives. He is a member of the National Advisory Board of the American Hospital Association Center for Healthcare Governance.

David received a bachelor of arts degree, cum laude, from Middlebury College and master's degrees in regional planning and healthcare administration from the University of Iowa.

John M. Ahle *Chief Financial Officer*

John M. Ahle is the Chief Financial Officer/Treasurer for Covenant Health. John coordinates the financial and capital access functions for the system and its member organizations. Prior to joining the system in 2008, he was senior vice president-finance and CFO at St. Vincent's Health System in Bridgeport, Connecticut, and vice president-finance at The Stamford Hospital. Since entering the healthcare industry in 1983, John has developed expertise in strategic financial planning, revenue cycle management, budget and decision support, tax exempt financing, and financial reporting. John is a certified public accountant and a Fellow in the Healthcare Financial Management Association.

John has served on the boards and board committees for Junior Achievement, Ascension Health, Connecticut Hospital Association, University of Connecticut and St. Mary's Roman Catholic Church. He also volunteers in the amateur radio (ham) community. John holds a B.B.A. from Pace University and an M.B.A. from the University of New Haven.

Anne Berger
Vice President, Quality Improvement and Safety

Anne Berger is Vice President of Quality Improvement and Safety for Covenant Health. She is responsible for overseeing quality and performance improvement, Lean, the Midas Systems, and patient safety at the system level. Anne collaborates with quality and patient safety leadership of member organizations in their continuous efforts to improve quality and patient safety and to promote Covenant's mission and values.

Prior to joining Covenant, Anne served as vice president of clinical quality for CVS Caremark Minute Clinic, the largest provider of retail healthcare in the United States, serving over a million patients annually in 27 states. Before joining CVS, she was director of nursing systems research for Children's Hospital Boston. As a member of the senior nursing/patient care services leadership team, Anne was responsible for the development, analysis and reporting of quality performance measures, taught evidence-based practice, co-chaired the Nursing Research Council and secured over \$5 million in funding. She has more than 30 years of experience in nursing and healthcare quality.

Anne has a visiting scholar appointment at the Boston College Connell School of Nursing. She served on the Advisory Committee for the Ph.D. Nursing program at Northeastern University's Bouvé College of Health Sciences and was a member of the Massachusetts Hospital Association's (MHA) Clinical Issues Advisory Committee from 2007 to 2009. Anne also serves as a reviewer for several professional journals and organization conferences and has also served as a reviewer for the Agency for Healthcare Research and Quality's (AHRQ) Special Emphasis Panel and several small grant programs.

Anne holds a Ph.D. in nursing from Boston College; an M.S. in forensic nursing and a B.S. in nursing from Fitchburg State College; an M.B.A. from Rivier College; and is a Certified Professional in Healthcare Quality (CPHQ). She has also completed the Disparities Leadership Program at the Massachusetts General Hospital Disparities Solutions Center, and the Harvard Business School Program for Children's Hospital Safety and Quality Leadership.

Karen Bowling
Chief Information Officer

Karen Bowling is the Chief Information Officer for Covenant Health. She is responsible for providing technology vision and leadership in the development and implementation of a strategic plan to support the infrastructure and application solutions for the entire system. Karen collaborates with technology staff at the three acute hospitals and technologists over elder services operations.

Prior to joining Covenant Health in 2013, Karen was CIO at St. Joseph Hospital in Bangor, Maine. Over the last 10 years, she has led the organization's migration from paper to an electronic medical record and implemented bedside medication administration and electronic document management for Health Information Management. Karen led the charge and achieved Stage 1 Meaningful Use for the hospital and physician practices and was a leader in Bangor Beacon connecting patient records to HealthInfoNet, Maine's Health Information Exchange.

Karen serves on the Vision User's Group board of directors. She was also awarded the 2012 Health Information Technology Men and Women of the Year: Shapers and Influencers. Karen holds a bachelor of science degree in accounting and a master of science in business administration from Husson University.

J. Bradford Coffey
President, Covenant Health Foundation

J. Bradford Coffey is President of Covenant Health Foundation, President of St. Joseph Healthcare Foundation (Bangor, Maine) and President of St. Mary's Development Office (Lewiston, Maine). In his role, Brad is responsible for coordinating all philanthropic activity at St. Joseph Healthcare and St. Mary's Health System.

Prior to joining Covenant Health, Brad held the title of vice president for EMHS (Eastern Maine Healthcare Systems) Foundation. Over the course of his very successful career, Brad has served as an attorney and in a variety of philanthropy initiatives in Maine, including securing funds for a new cancer center as well as developing a physician philanthropy recognition program that stimulated a strong grateful patient support. He is known among his peers for his ability to communicate complicated concepts in straightforward and compelling language, and he is well-respected by leaders in Maine and throughout New England. Brad is very active in his community and has received many service awards and recognitions dating back to the early 1990s.

John D. Newman, Esq.
General Counsel

John D. Newman, Esq. serves as General Counsel for Covenant Health. John plays a critical role as chief legal counsel and senior advisor on institutional issues throughout the System. As General Counsel, John is responsible for providing support for legal, strategic, and transactional matters related to Covenant in a manner that is consistent with the mission, vision, and values of the organization. He provides legal consultation and leadership to Covenant's senior management team. John's work extends to Covenant's Compliance and Risk functions as well. He plays an integral role in the management of Covenant's off-shore captive insurance company and commercial insurance programs.

John has over 30 years of professional experience and a strong track record of leadership success. Previously, John served with distinction as the senior vice president and general counsel of Constitution Surgery Centers, LLC, in Avon, Connecticut. Prior, he was vice president and general counsel for St. Vincent's Medical Center in Bridgeport, Connecticut. Before that, John enjoyed an extended career in private practice, representing a broad array of healthcare providers. When in private practice, John was selected as one of the Best Lawyers in America in the healthcare field. John is a Phi Beta Kappa graduate of Duke University and Duke Law School.

John M. Emerson
Vice President, Integrated Medical Group

John M. Emerson is Vice President of the Integrated Medical Group for Covenant Health. In his role, John is responsible for the management and direction of the Integrated Medical Group (IMG), provides executive and administrative leadership in the development of ongoing employed practice operations, and has oversight of all employed clinicians activities for Covenant Health. He is responsible for ensuring that key processes and activities are measured, assessed, and improved systematically throughout the organization.

John has over 28 years of medical practice management experience with both private and large employed medical group practices. His leadership experience encompasses a broad range of cost savings and growth initiatives. John has extensive experience in operations

management, organizational restructuring, turnaround, mergers, managing complex physician relations, strategic planning, marketing, business development, and technology.

Kenneth Ferron
Vice President, Post-Acute Care Operations

Kenneth R. Ferron is Vice President, Post-Acute Care Operations for Covenant Health. He is responsible for management operations of multiple organizations within the system, including all skilled nursing, long-term care and assisted living facilities. Additionally, he is involved with several system programs including liability insurance coverage, supply chain analysis, and preferred partner contracting. He provides analysis and management services in various areas.

Ken is a member of the American College of Healthcare Administrators, Healthcare Management Association, and the Healthcare Compliance Association. He is a board member of Covenant Health Insurance Limited (CHSI Limited), as well as several facility boards. Prior to joining Covenant, Ken held several senior positions, including executive vice president and chief operating officer, St. Joseph Hospital, Nashua, New Hampshire; executive vice president, St. John's Hospital, Lowell, Massachusetts; and senior associate at the Massachusetts Hospital Association. He has over 35 years of experience in senior healthcare management, including hospitals and physician practices.

Ken received a bachelor's degree in business administration/economics from Lowell Technological Institute (UMass Lowell), and both a master's degree in hospital administration and an M.B.A. from the University of Florida.

Karen Leibold
Vice President, Human Resources

Karen Leibold serves as Vice President, Human Resources for Covenant Health. Karen is a seasoned HR professional with over 30 years of experience and a strong track record of leadership success. In this role, she provides overall strategic leadership for the system and all of its member facilities. Karen oversees the development and implementation of consistent human resources policies, programs, and services, including recruitment, selection, retention, legal compliance, employee benefits, and employee relations throughout the entire system.

Prior to joining Covenant Health, Karen honed her leadership skills by effectively leading, building and coaching HR teams in both healthcare and non-healthcare organizations. As director, work/family programs at The Stride Rite Corporation, she developed the nation's first employer-sponsored intergenerational daycare center. Under Karen's leadership, The Stride Rite Corporation was consistently named one of the top employers to work for in the United States. She also held senior leadership positions at Blue Cross/Blue Shield, the Lahey Clinic, Boston Medical Center HealthNet Plan, and most recently at Tufts Medical Center Physicians Organization as the director of human resources.

Karen is a member of The Philanthropy Connection and the Human Resources Leadership Forum. She previously served on the Vanguard 403(b) Client Council and as board president of the Child Care Resource Center. She holds a bachelor's degree in history from Northwestern University and a master's degree in education from Wheelock College.

Susan McDonough
Vice President, Strategy and System Development

Susan McDonough, Vice President, Strategy and System Development for Covenant Health, is responsible for creating system-wide strategy and new business development. She provides strategic planning, oversees advocacy efforts for the system, analyzes new business and acquisition opportunities, supports operational improvement initiatives in acute care organizations, and directs start-up management and operational support services to long-term care, residential care, assisted living facilities and community-based programs. Susan directs Covenant's consulting services in areas of strategy, planning, development, construction and regulatory compliance for congregations, dioceses, and other not-for-profit organizations.

Prior to joining Covenant, Susan was a principal with the firm Lanzikos, McDonough & Associates, a Boston-based management consulting firm specializing in elder care. In this position she provided a wide range of consulting services to hospitals, sub-acute providers, long-term-care facilities, assisted-living residences, community-based providers, and religious congregations. During her more than 30 years in the field of aging, she has also served as the long-term-care ombudsman for the Commonwealth of Massachusetts. Susan is licensed as both a nursing home administrator and social worker and is a Fellow of the American College of Healthcare Executives.

Susan is currently a board member for LeadingAge, a national association of not-for-profit elder care providers based in Washington, D.C., and serves as a board member for Presence Health, the recently merged Resurrection and Provena Healthcare Systems in Chicago, Illinois. She is a past chairperson of the board of the Massachusetts Alzheimer's Association and is a current member of its Advisory Committee and its Development and Finance Committee. In recent years, Susan has held various governance positions, including serving on the Finance and Strategy Committee of CHRISTUS Healthcare, Texas, and as a board member for the U.S. Catholic Health Association, the Massachusetts Aging Services Association (now LeadingAge Massachusetts), and several long-term-care facilities.

Sr. Catherine O'Connor
Vice President, Sponsorship and Mission

Sr. Catherine O'Connor is Vice President for Mission and Sponsorship at Covenant Health. Prior to joining Covenant, Sr. Cathy served as senior vice president, mission integration and organizational development at Caritas Christi Healthcare, Boston, Massachusetts. Sr. Cathy was a member of the faculty of the Oblate School of Theology, San Antonio, Texas, and taught as adjunct faculty at Boston College, Saint John XXIII Seminary in Weston, Massachusetts, and the MAM program at St. John's Seminary in Boston. She served on staff as a psychologist at the Danielsen Institute at Boston University and has been extensively involved in education, leadership development, and pastoral ministry. She developed the Lay Ministry Institute at the Oblate School of Theology in San Antonio and has administered Clinical Pastoral Education (CPE) programs. She has served on the national certification commission of the National Association of Catholic Chaplains (NACC), the accreditation board of ministry programs for the United States Catholic Conference of Bishops (USCCB), the board of Catholic Charities in San Antonio, Texas, and the board of the Catholic United Investment Trust (CUIT), representing 300 religious congregations.

Sr. Cathy is a member of the Congregation of St. Brigid, an international community founded in Ireland, and she has served on the international leadership team of her congregation. She

has consulted and lectured nationally and internationally in Ireland, England, Wales, Mexico, New Zealand, and Australia.

Sr. Cathy has a Ph.D. in psychology from Boston University, an M.A. in mental health counseling from St. Mary's University in Texas, and an M.T.S. in historic-systematic theology from the Oblate School of Theology in San Antonio, Texas. She is a licensed psychologist, a certified C.P.E. supervisor, and a diplomate in the American Psychotherapy Association. She has a certification in organizational development from Linkage/DePaul University, and is a certified coach. Sr. Cathy studied at Louvain and did cross-cultural study of Spanish language and culture in Ecuador, Mexico City, Cuernavaca, and Chiapas, Mexico.

Dennis Shubert, M.D., Ph.D.
Chief Medical Officer

Dr. Dennis Shubert serves as the Chief Medical Officer for Covenant Health. In this role, he provides senior executive leadership for the entire system in facilitating communication and understanding among clinicians and executive leadership. He also assists and supports efforts leading to safe, effective, patient-centered, timely, and efficient delivery of medical care consistent with the mission and vision of Covenant Health.

Dr. Shubert practiced as a board-certified neurosurgeon in Bangor, Maine, for two decades, undertaking duties of chief of surgery at Eastern Maine Medical Center for a decade. He then switched to medical administrative employment after obtaining a master's degree in healthcare management from Harvard in 2002. Dr. Shubert was the inaugural director of the Maine Quality Forum before joining Covenant Health, first as the vice-president of medical affairs at St. Joseph Hospital in Bangor and then as chief medical officer for the system. His concurrent business career centered on banking and real estate with increasing board responsibilities with what is now Peoples United Bank and continuing as managing partner for healthcare-related properties.

Mary Prybylo
President/Chief Executive Officer
St. Joseph Healthcare/St. Joseph Hospital

In 2011, Mary Prybylo became the President and Chief Executive Officer of St. Joseph Healthcare/St. Joseph Hospital, a member of Covenant Health. Mary has extensive healthcare experience in both administration and patient care services.

Prior to her time at St. Joseph Healthcare, she served as the chief operating officer at Waterbury Hospital Health Center where she was responsible for operations, physician partnerships, and strategic initiatives that supported the delivery of patient care in both inpatient and outpatient settings. Prior to this, she held several positions including the director of community care management and vice president of managed care and operations within the Anthem Blue Cross and Blue Shield of Connecticut system, as well as vice president for patient care services at St. Mary's Hospital in Waterbury, Connecticut.

Mary received her bachelor's degree in nursing with a minor in psychology from the University of Massachusetts, Amherst. She earned her master's degree in nursing with a double major in critical care nursing and management from Case Western Reserve University, Cleveland, Ohio.

*Richard Boehler, M.D.
President/Chief Executive Officer
St. Joseph Hospital*

Dr. Richard Boehler is President and Chief Executive Officer at St. Joseph Hospital, Nashua, New Hampshire, having joined the organization in April 2013.

Dr. Boehler is a seasoned physician executive with over 20 years of healthcare leadership experience. He began his career as an internal medicine physician in Albany, N.Y., in 1983 and has served in progressively responsible healthcare leadership roles over the past two decades, including serving as vice president of medical affairs and chief medical officer at St. Joseph Medical Center in Towson, Maryland, and senior vice president and chief medical officer at Kennedy Health System in Voorhees, New Jersey. Dr. Boehler also served as chief medical officer for provider solutions at MedeAnalytics, a California-based healthcare software technology firm.

A 1980 graduate of Albany Medical College in Albany, New York, Dr. Boehler completed his internship and residency in internal medicine at Albany Medical Center. He earned his M.B.A. from SUNY Empire State College in 2004. He also holds an M.S., Ed.S. degree in counseling and personnel services from SUNY at Albany, New York.

Dr. Boehler is also a distinguished physician educator who has held academic appointments at Harvard Medical School, Johns Hopkins Medical School, Albany Medical College, and the University of Medicine and Dentistry of New Jersey. He is a Fellow of the American College of Physician Executives and a member of the American College of Healthcare Executives.

Dr. Boehler serves on the board of directors of The Huntington at Nashua, the United Way of Nashua locally, and also the N.H. Hospital Association and the American Heart Association, New Hampshire.

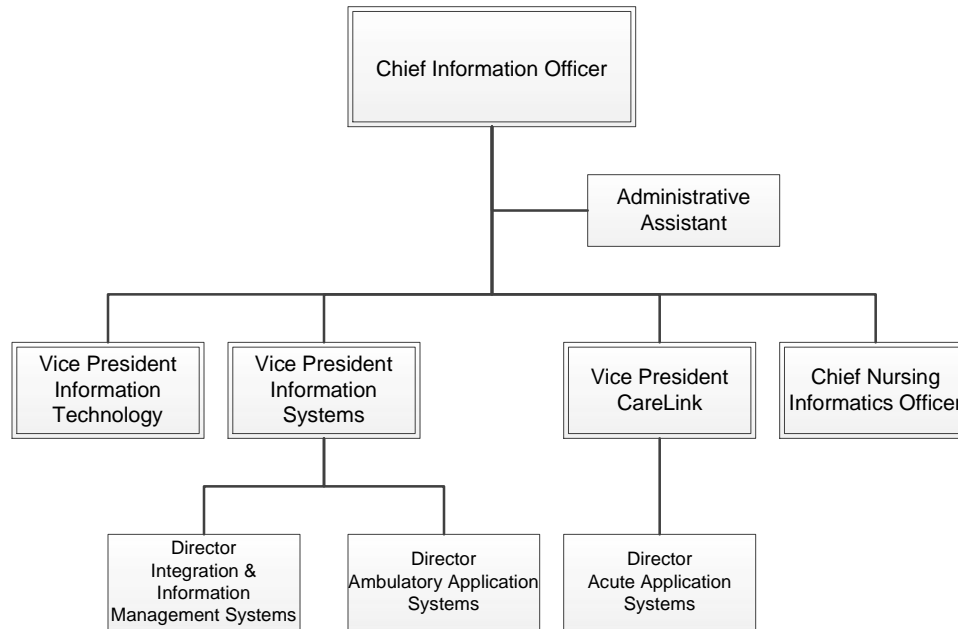
*Christopher A. Chekouras
President/Chief Executive Officer
St. Mary's Health System*

Christopher A. Chekouras joined St. Mary's Health System in Lewiston, Maine, in October 2015. Prior to St. Mary's, Chris served as senior vice president of post-acute and community-based services at Virtua, a comprehensive Marlton, New Jersey, healthcare system with three hospitals. Prior to his work at Virtua, Chris held several senior leadership positions at Harbor Hospital in Baltimore, Maryland, as part of the MedStar Health System, a 10-hospital health system in the Washington, D.C., and Maryland region. Before joining MedStar, Chris spent nearly 14 years with the bio-medical division of the American Red Cross in the Washington, D.C., and Baltimore, Maryland, areas.

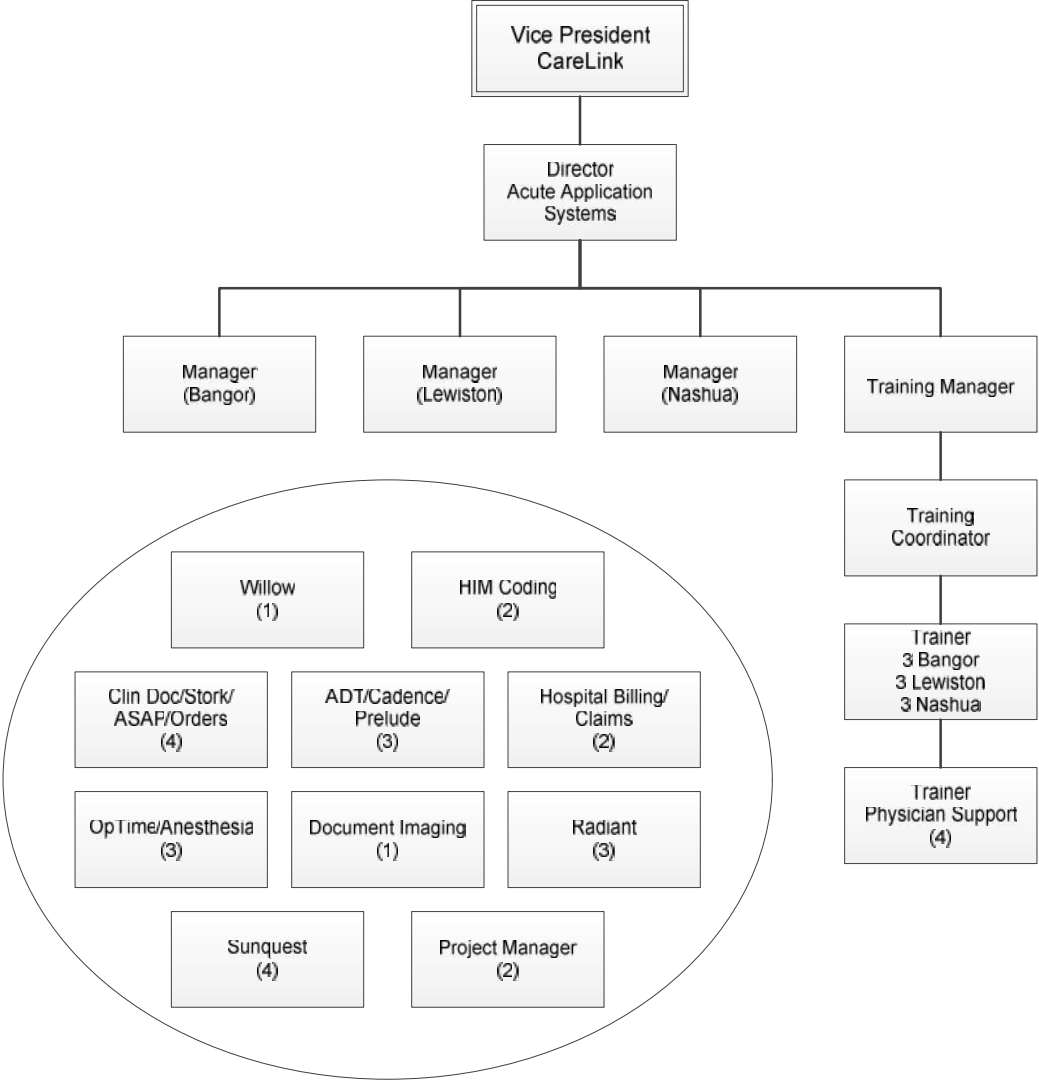
Chris has broad leadership skills, including strategic planning, business development, physician and board relations, philanthropy, marketing, finance, and operations. He has a proven history of achieving desired results through effective collaboration, transparent communication, and personal accountability.

Chris received his bachelor's degree in child and adolescent development from Pennsylvania State University in State College, Pennsylvania. He earned an M.B.A. at Loyola University Maryland in Baltimore, Maryland.

ITS Executive Organizational Structure



ITS Department Organizational Structure



Position Description



The Vice President of CareLink, a newly created role, is responsible for implementing, directing and managing the daily operations of Epic Acute, a single electronic medical record solution, and surrounding applications. Covenant Health has chosen “Covenant CareLink” as the multi-million dollar project’s name for the implementation of Epic EMR.

The Vice President, under the direction of the Chief Information Officer, provides leadership and oversight for the three acute hospitals’ areas of responsibility with the CareLink project. This key executive is charged with the shared responsibility of the scope, cost, schedule, and quality for all projects and services under the CareLink umbrella in tandem with the Vice President of Information Systems who will be the lead and oversee the CareLink Ambulatory and Integration. The leader will identify, develop, and implement programs to achieve the goals and objectives of Covenant Health, specifically related to the Epic implementation. In addition, the Vice President of CareLink will guide the equally important phase of post-go-live optimization for the three hospitals’ system-wide single Epic EMR.

This critical project leader will have direct reports at all three acute hospital locations throughout Maine and New Hampshire, along with an Epic support team of roughly 50 staff members for the system-wide implementation and subsequent support.

Reporting Relationship

The Vice President of CareLink reports to the Chief Information Officer of Covenant Health.

Covenant CareLink Journey

In late 2015, through a pivotal initiative of the system’s strategic plans, Covenant Health entered into a multi-year partnership with Bon Secours Health System – the Epic sponsoring organization – based in Maryland. This alliance allows both organizations to gain access to a more affordable Epic EMR for system implementation. It will also create a unique shared instance of Epic with Bon Secours Health System. This is the first Epic-approved shared implementation of its kind in the nation. A shared instance between Covenant Health and Bon Secours means that there is one set of software, one set of data, and two organizations sharing it, making Epic more affordable for each. By initiating a shared instance, Covenant Health will have a fully built operational system that can serve as a starting point for implementation and configuration, followed by optimization. Covenant Health will have training and initial support from Bon Secours, as well as secondary access to Epic, if

required, and then Covenant Health will provide internal Level 1 support throughout its system.

The CareLink work plan includes pre-installation work that will ensure a more successful CareLink install, such as:

- Adopting one Epic enterprise data-set:
 - chart of accounts
 - charge master
 - master provider file
 - master patient index

Principal Accountabilities

-) Coordinates the overall implementation effort over the acute hospital, working with the sponsoring partnership organization, Bon Secours and its consulting team, GoodHelp Connections, as well as the internal peer group at Covenant, which includes the Vice President of Information Systems, Vice President of Technology and Information Security, CMIO, CNIO, Vice President of Revenue Cycle, and ITS Support staff, to assure all are aware of their deliverables and desired outcomes.

Good Help Connections (GHC), a division of Bon Secours Health, is set up as a business unit to offer Bon Secours' Epic environment to other hospitals as a shared instance. Covenant Health's contract is with GHC. The terms 'Bon Secours' and 'Good Help Connections' are regularly used interchangeably.

-) Develops and maintains the enterprise project plan to reflect the necessary resources, tasks, and overall timeline needed to complete the application installation on time and within budget.
-) Manages the interactions between the application vendor's project management and installation team and the Covenant CareLink Team, along with the GHC's Enterprise Core Team, in efforts to keep all teams engaged and enthusiastic about the installation. Provides leadership in motivating and inspiring the team to keep the project moving toward successful completion, even in the face of the demands of aggressive project schedules.
-) Facilitates the utilization of a structured decision-making process to obtain the best stakeholder and team decisions under the given timeline. Makes decisions when needed, documenting important decisions. Delegates or escalates decisions when appropriate, and follows up to ensure decisions are implemented.
-) Initiates and/or manages the change process by taking steps to remove barriers and accelerate its pace.
-) Capable of proactively supporting the mission of Covenant Health and exhibiting a passion for Catholic Healthcare. Is a values-based individual who will uphold the mission as evidenced by integrity, people sensitivity, respect for others, collaboration, willingness to share with and teach others, a commitment to quality, and excellence in all endeavors.
-) Serves as a member on, and provides periodic status reporting to the Covenant Health ITS Steering Committee. Also provides status reporting to the CIO and other stakeholders to include overall project status, roadblocks and risks associated with assigned projects.

- J Manages the interactions between the project team and the local system stakeholders and key super-users, ensuring a high-level of commitment to the project is maintained.
- J Works with vendor to create and maintain the project plan required to accomplish the objectives of the project, developing documented plans for all significant activities, updating and revising the plan as needed in a manner that keeps the team actively involved.
- J Communicates project status and issues in a clear and unambiguous manner, making sure the information is complete and understood. Interacts with Internal Audit and coordinates responses to project report cards and audit reports.
- J Identifies, analyzes, and responds to risks over the course of the project, both minimizing the consequences of adverse events and maximizing the results of positive events. Identifies problems and proposes solutions, implementing the best solution.
- J Co-responsible with the Vice President of Information Systems for the development of organizational policies and procedures related to information systems.
- J Performs other related duties as requested by appropriate supervisory personnel.
- J Abides by the standards of conduct which are the basis for the Organizational Integrity Program.
- J Supports and promotes the mission and values of Covenant Health and the Catholic Health Ministry.
- J Significant travel may be required among system facilities throughout northern New England.

Experience and Qualifications

- J Bachelor's degree from an accredited university or college in computer science, business or management information systems or information systems.
- J Master's degree from an accredited university or college in computer science, business or management information systems or information systems preferred.
- J A minimum of 15 years of ITS and business leadership experience, demonstrating increasing responsibility in large (multi-million-dollar), diverse healthcare-related organizations.
- J Experience in clinical information systems implementation.
- J Experience in definition, refinement, design, development, and delivering of technical and/or business solutions.
- J Experience in EPIC implementations highly preferred.
- J Project Management Professional Certification (PMP) preferred.

Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

-) Deep knowledge of the healthcare industry – its critical issues and major challenges.
-) A track record of leading successful major enterprise resource planning (ERP) implementations and/or other transformational projects.
-) Experience leading a large, geographically dispersed ITS organization is a plus.
-) Demonstrated business savvy to work effectively with other executives to achieve key business and technology goals aligned with operations and objectives.
-) Proven leadership skills.
-) Excellent communication, negotiation, and organizational skills.
-) The business acumen requisite to evaluate complex challenges, make reasonable commitments, and consistently deliver results.
-) Disciplined project management skills.

Community Information



The Vice President of CareLink position will have the unique flexibility to be regionally based at or near any of the four primary locations of the system's New England footprint. Geographic distances vary between each of the three hospitals by a couple hours and as much as four hours from the Massachusetts corporate office. The VP may work from offices at any of the three acute hospitals, which are located in Bangor (Maine), Lewiston (Maine) or Nashua (New Hampshire), or at the corporate headquarters in Tewksbury (Massachusetts). To learn more about these attractive New England communities, please select the links provided below.

Bangor, Maine



St. Joseph's Hospital

Community: <http://www.bangormaine.gov/>

Visitors Bureau: <http://www.visitbangormaine.com/>

Tourism: <http://visitmaine.com/places-to-go/the-maine-highlands/bangor/>

Lewiston, Maine



St. Mary's Hospital

Community: <http://www.ci.lewiston.me.us/>

Nashua, New Hampshire



St. Joseph's Hospital

Community: <http://www.nashuanh.gov/>

Tewksbury, Massachusetts



Covenant Health System Corporate Office

Community: <http://www.tewksbury-ma.gov/>

Schools: <http://www.tewksbury.k12.ma.us/>

New England History

New England is a region located in the northeast corner of the United States. The region is made up of six diverse states: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont. It's known for its Colonial past, long Atlantic coastline, changing autumn foliage, and forested mountains. Boston, Massachusetts, the region's hub, predates the American Revolution, and its Freedom Trail passes sites that were critical to the nation's founding. New England has four distinct seasons and is truly a year-round destination. It is the distinct change of seasons that native New Englanders often like best about living in this part of the United States.

New England is one of the most historic and culturally rich regions of the country. The region was one of the earliest English settlements in the New World following the arrival of the Pilgrim fathers, who set sail from England aboard the Mayflower in 1620 in search of religious freedom. By the late 18th century, the British colonies of New England were among the first to demonstrate ambitions of independence from the British Crown; one of the most notable demonstrations was the Boston Tea Party of 1773. The American Revolutionary war broke out shortly after in 1775, and the Declaration of Independence was signed and adopted by the Continental Congress on July 4, 1776. In the 19th Century, New England also played a fundamental role in the movement to abolish slavery.

Population

New England's population in the recent census was almost 15 million. The three southern states of Connecticut, Rhode Island and Massachusetts are more densely populated than the northern states, with the most populated urban areas being situated along the eastern coastline. New England's history and culture is very diverse and has been shaped over hundreds of years by many immigrants from Europe.

Geography

New England's geography offers immense diversity. The region is bounded to the north by Canada, to the east by the Atlantic Ocean, to the south by Long Island Sound, and to the west by the state of New York. There are rivers and lakes, towering forests, mountain ranges with hiking and skiing trails, pastoral farmland and countryside, and dramatic rocky coastline and soft, sandy beaches.

Ports and Harbors

New England's major cruise ship ports are Newport, Rhode Island; Boston, Massachusetts; Portland, Maine; and Bar Harbor, Maine. Most major cruise lines offer New England and Canada/New England trips aboard the large and mid-sized ships. Other companies offer interesting specialty cruises aboard smaller boats that can navigate into other harbors and waterways along the New England coast – even Vermont's Lake Champlain.

Food

New Englanders love their food and take full advantage of the rich regional produce. There's nothing quite like apple cider during the fall, pancakes with real maple syrup, a clambake on the beach, or a barbecue on the back porch. Think of blueberries, cranberries and lobster. Then there are clams, the vital ingredient for New England's very own clam chowder and "just off the boat" lobster and fish. Fresh organic fruit and produce grown on family farms is used to make pumpkin, peach and apple pies, spinach soufflés or corn and crabmeat bisque. A wide choice of artisan cheeses and breads are available, and there are also a number of microbreweries and vineyards to be explored throughout the region.

Sports

New England boasts storied and prideful fan bases for many historic championship sports franchises, including the Boston Celtics, New England Patriots, Boston Red Sox, and Boston Bruins. There are also several successful college athletic programs, such as the University of Connecticut men's and women's basketball teams, as well as the Ivy League, which has some of the oldest athletic programs in the country. New England was the birthplace of basketball and volleyball, as well as the first ever hockey game played in the nation and the first American NHL team. Additional popular sports include women's basketball, men's and women's soccer, lacrosse, sailing, fishing, skiing, NASCAR, rugby, rowing, and horse racing.

For more information, please visit:

<http://discovernewengland.org/>
<http://discovernewengland.org/things-do/history-heritage>
<http://discovernewengland.org/things-do/new-england-living-history-museums>

New England Universities and Colleges

When it comes to higher education and university cachet, no other region of the country matches the draw of New England with its collection of historic and renowned universities, colleges, and even secondary schools. Hundreds of thousands of prospective international students and their families flock to New England each year to tour the schools and make their choice. If you are simply on vacation, it's easy to join in – take a tour of picturesque university campus towns and learn about the history of these famous institutions.

Connecticut



In buzzy New Haven, Yale University was founded in 1701, making it the United States' third-oldest university. Take a free student-led tour to hear about famous former students, from actors Jodie Foster and Meryl Streep to five U.S. presidents, including Bill Clinton and George W. Bush. The University of Connecticut, nicknamed UConn, is known as a sporting powerhouse thanks to its outstanding basketball teams. It is also ranked as one of America's top public research universities. Connecticut's outstanding small liberal arts colleges include Wesleyan, Trinity and Quinnipiac, home of the nationally renowned Quinnipiac

University Polling Institute.

Maine



Maine's record of outstanding higher education stretches back to 1794. Maine's oldest college is Bowdoin College, in Brunswick, 25 miles from Portland. Among the famous alumni are poet Henry Wadsworth Longfellow and Arctic explorer Robert E. Peary. Two renowned liberal arts schools have classic New England campuses: Colby and Bates. Located in Waterville, Colby College is the 12th-oldest independent liberal arts college in the country and was recently listed 21st in the 2012 *U.S. News and World Report* Best Liberal Arts Colleges rankings. Bates College in Lewiston was founded in 1855 by abolitionists and is the oldest continuously

operating coeducational institution in New England. Maine also has a much-celebrated osteopathic medicine school: The University of New England College of Osteopathic Medicine, just south of Portland in Biddeford.

Massachusetts



More international college students flock to schools in the state of Massachusetts than all but three other states, according to a report by Institute of International Education. Boston University is among the 10 American universities with the highest number of foreign students.

With 50 colleges and 250,000 undergraduates in 50 square miles, Boston really is America's College Town. The most famous are the two world-class institutions that are neighbors in Cambridge.

Harvard, founded in 1636, is the country's oldest university; MIT (Massachusetts Institute of Technology) dates back to 1861. Both have excellent free campus tours. And, for a more irreverent look at Harvard, take the Hahvahd Tour, also student-led. Other major Boston-area schools include Brandeis, Boston College, Suffolk University, Northeastern University and Tufts University.

The Pioneer Valley in western Massachusetts has a strong concentration of higher education institutions, known as the Five Colleges: Smith College in Northampton; Amherst College, Hampshire College and the University of Massachusetts in Amherst; and Mount Holyoke College in South Hadley. Here the colleges make a strong imprint on the community, offering intellectual curiosity, a youthful energy and spirit, and cultural and sporting activities for residents and visitors to the region.

New Hampshire



In the pleasant town of Hanover, on the Connecticut River, **Dartmouth College** was founded in 1769. That makes it America's ninth-oldest. A member of the elite Ivy League, Dartmouth also has an outstanding medical school. New Hampshire is also home to **New England College**, whose sports teams are nicknamed the Pilgrims. Of course, New Hampshire has the added temptation for winter sports' enthusiasts: fabulous skiing and boarding on weekends!

Rhode Island



Rhode Island's institutions of higher education are widely recognized for their prominence in special areas. Another member of the Ivy League is **Brown University**, founded in 1764, making it the seventh-oldest in America. Set in a historic part of Providence, Brown is known for liberal arts, as well as its science, medical, and engineering programs. Other headliners include RISD, the **Rhode Island School of Design**, and **Johnson & Wales University**, a college of culinary arts and hospitality, with famous alumni chefs Emeril Lagasse and Tyler Florence.

Vermont



The most famous of Vermont's colleges and universities is **Middlebury College**, founded in 1800. Its campus is in the charming town of Middlebury; nearby, in the Green Mountains, is its Bread Loaf campus, home to its internationally-known summer **School of English**. Even older is UVM, the **University of Vermont**, chartered in 1791 and still thriving in Burlington. Then, there is the **New England Culinary Institute**, whose student-run restaurants are open to visitors. And, of course, many U.S. Olympic skiers and riders studied in Vermont — and trained on its slopes!

For more information on these universities and colleges, please visit:

<http://www.4icu.org/us/connecticut-universities.htm>

<http://www.maine.gov/portal/education/colleges.html>

<http://aicum.org/>

<http://www.visitnh.gov/information/going-to-school-in-nh/new-hampshire-colleges-universities.aspx>

<https://www.visitrhodeisland.com/make-plans/study-rhode-island/>

<https://vtcolleges.org/>

Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

-) Understand the nuances of a particular position or organization.
-) Are prepared for interviews and conversations.
-) Have access to interview and travel schedules.
-) Are provided timely feedback.
-) Remain in our database for future contact.
-) Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Vice President of CareLink position for Covenant Health in Tewksbury, Massachusetts.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

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