

September 27, 2013

Illinois Department of Healthcare and Family Services
Attn: Amy Harris-Roberts
201 South Grand Avenue East
Springfield, Illinois 62763

Dear Ms. Harris-Roberts:

The Chicago South Side Accountable Care Entity (“Chicago South Side ACE”) is pleased to submit this Letter of Intent in response to the Illinois Department of Healthcare and Family Services’ *Solicitation for Accountable Care Entities* (ACE Program – 2014-24-002) promulgated August 1, 2013.

The members of the Chicago South Side ACE look forward to continuing their collaborative relationship with the State to achieve the goals of national health care reform. We believe that the Accountable Care Entity we will propose will effectively and efficiently improve the experience of care, improve the health of the population we will serve and reduce growth in health care costs.

The participants in the Chicago South Side ACE currently serve, in many languages, medically fragile populations including large numbers of women and children. A number of participants currently collaborate in the provision of services, including primary care and obstetrical care physicians, but the clinical model for this ACE will emphasize broader and deeper collaboration to provide a full continuum of health care services, all of which will be integrated. Integrated delivery systems will provide for the behavioral health of the population, including mental illness and substance abuse service. The Chicago South Side ACE will also integrate enabling services including transportation, interpretation and home visits to patients.

The salient features of Chicago South Side ACE’s **clinical** model are:

- Person centered, enrollee-driven integration of medical, behavioral/mental health and social care
- Fully accessible, Federally Qualified Health Centers
- Thorough identification of enrollee health status and needs (e.g., social, behavioral, medical, emotional, cultural, etc.) using established comprehensive Health Risk Assessments targeted to specific clinical conditions
- Primary and Preventative Care
- Multi-lingual and Multi-cultural Staff to meet the needs of the population
- Coordination of services through case management, social worker assessment and referral, referrals by hospital discharge navigators, the use of

linkage agreements and collaboration with community, State and other external organizations.

- Real time access to electronic medical records allowing delivery of necessary supports and services
- Robust network of providers including primary care, specialty care, hospitals, behavioral health, and ancillary services
- Established relationships and partnerships with community-based organizations and social service providers

The salient features of Chicago South ACE's **financial** model for the first eighteen months are based upon cost neutral care coordination fee set forth by the State and the option for additional shared savings pending federal approval. Months 19-36 the funding strategy will be a pre-paid, capitated model for all covered medical services with alignment of incentives, quality targets, and shared savings with the providers of services. In the fourth and subsequent years, our ACE will be a full-risk capitated model.

As required by the Solicitation, we submit the following information:

Section A: Contact Information

Name of the Accountable Care Entity: Chicago South Side Accountable Care Entity

Primary Contact Information:

Name: Charles Holland
Title: President and Chief Executive Officer
Organization: St. Bernard Hospital and Health Care Center
Address: 326 West 64th Street
Chicago, Illinois 60621
Email: cholland@stbh.org
Phone: 773-962-4100

Primary Contact Person for Data (if different)

Name:
Title:
Organization:
Email:
Phone:

Section B: Proposal Outline/Self-Assessment

1. Geography and Population

Describe your service area by county or zip code.

The Chicago South Side ACE will serve Cook County, primarily within the City of Chicago.

Describe, at a high level, the anticipated number of Enrollees (i.e. minimum and maximum) and your plan for recruiting potential Enrollees.

The Chicago South Side ACE anticipates having 40,000 Enrollees at its inception and is confident that it can expand in proportion to its capacity in the second and third years of operation.

Participating Chicago South Side ACE providers will use a variety of means by which to recruit Enrollees. These include outreach to community-based organizations, advertising, health fairs, patient education at outpatient clinics, including FWHCs, physician education about the ACE and conducting site meetings throughout their service areas.

If different from your service area, specify the county(ies) or zip codes for which you are requesting data.

The Chicago South Side ACE is requesting data for Cook County including all Chicago zip codes.

2. Organization/Governance

List and describe the background of any primary members of the ACE and their responsibilities.

Raul Garza, Chief Executive Officer, Aunt Martha's Youth Service Center ("Aunt Martha's")
Aunt Martha's is a leader in care coordination, with more than 100 programs that are integrated across areas including health and prevention; education and life skills; housing and shelter; and intervention and support. Between 2002 and 2010, Aunt Martha's healthcare services grew from two small clinics in Aurora and Chicago Heights to 16 clinics in communities throughout northern and east central Illinois – from 6,000 patients and 19,800 visits to nearly 80,000 patients and 273,000 visits. By 2010, no FQHC in Illinois provided more dental or behavioral health services to more patients than Aunt Martha's, which is the second largest FQHC provider to uninsured patients in Illinois.

Margie Johnson, Executive Director, Beloved Community Family Wellness Center ("BCFWC")

Beloved Community Family Wellness Center ("BCFWC") was established in September 2005. In May 2006, BCFWC was incorporated as a 501(c)3 to ensure that access to quality health care would be available to the residents of the Greater Englewood community in the City of Chicago. In July 2007, the Center was designated as a Federally Qualified Health Center (FQHC). The BCFWC is located in a Medically Underserved Area, and serves a Medically Underserved Population in the Greater Englewood community. The service area is also a Health Professional Shortage Area and has a population to physician ratio of 4,214:1. In July 2012, BCFWC expanded its service area to Robbins, Illinois, a village located in suburban Cook County, approximately 15 miles south of Chicago.

BCFWC provides on-site primary health care, mental health intervention, preventive health, and social services within the fields of family medicine, internal medicine, obstetrics and pediatrics. Services include assessments and health examinations, medication administration (including immunizations), review of diagnostic test results, evaluation of patient response to therapy, reporting and recording changes in patient status, follow-up instructions, and referrals to other disciplines. The Center also provides on-site disease screening, immunizations, monitoring of blood sugar levels and HIV testing. Further, the Center offers health education to its patients/community, including a free smoking cessation program, assessments, counseling, and assistance with nutrition referrals, prenatal, infant, adolescent care, and post-partum education. All services are available without regard to ability to pay, race, ethnicity, age, gender, health status, education, religion or sexual orientation.

Warren J. Brodine, Chief Executive Officer, Chicago Family Health Center ("CFHC")

During the 1970s, the steel industry was the economic engine of the South and Southeast Side communities that Chicago Family Health Center serves today. When that industry failed in the late '70s and early '80s, more than 43,000 area residents found themselves without jobs. The community's medically underserved were limited to a city Department of Health storefront facility to meet nearly all of their health needs.

The Claretian priests of the local Catholic Church recognized this need and brought together community residents and other stakeholders to create a health safety net that would provide quality healthcare for area residents. In 1977, Chicago Family Health Center opened its South Chicago clinic at 91st Street and Commercial Avenue. That year it

provided care to 400 community residents. Today, the CFHC network includes locations in South Chicago, Pullman, East Side, Roseland and Chicago Lawn. In 2012, CFHC cared for more than 29,606 underserved, uninsured and underinsured patients in its surrounding area.

Chicago Family Health Center, South Chicago has been recognized as a Level 2 Patient Centered Medical Home (PCMH) by the National Committee for Quality Assurance (NCQA). This recognition established CFHC as a model of care emphasizing care coordination and communication in an effort to transform primary care into a positive and beneficial experience for patients.

Ken Burnett, Chief Executive Officer, Christian Community Health Center ("CCHC")

Christian Community Health Center is a community-based 501 (c) 3 not-for-profit organization founded in 1991 to address the lack of health care in the Roseland community on Chicago's South Side. The agency was formed with a mission to provide high quality primary healthcare and related services to the community regardless of ability to pay, in a manner which demonstrates in word and deed the love of Jesus Christ. Since receiving Federally Qualified Health Center (FQHC) status in 2001, CCHC has propelled an expansion of programs and services.

While primary medical care is our anchor program, CCHC has become equally renowned for our presence as a multi-pronged social service agency. By incorporating primary medical treatment into a comprehensive slate of supportive programs, CCHC strives to meet the holistic needs of its community residents. CCHC currently operates seven sites throughout the Chicagoland area, including four community health centers, as well as a mobile health van providing a wide range of primary medical and social services.

Seth C.R. Warren, President, Franciscan St. James Health ("FSJH") and Regional CEO, Franciscan Alliance South Suburban Chicago Region
Franciscan St. James Health is a member of Mishawaka, Indiana-based Franciscan Alliance, one of the largest Catholic health care systems in the Midwest with 13 growing hospitals. Franciscan St. James Health serves Chicago's south suburbs and includes Franciscan St. James Health – Chicago Heights and Olympia Fields, as well as Franciscan Physician Network and Specialty Physicians of Illinois with offices in Chicago Heights, Frankfort, Homewood, Matteson, Olympia Fields and Tinley Park.

Franciscan Alliance is one of the largest Catholic health care systems in the Midwest with 13 growing hospitals and a number of nationally

recognized Centers of Health Care Excellence. Franciscan Alliance includes: Franciscan St. Anthony Health, Crown Point, Indiana; Franciscan St. Anthony Health, Michigan City, Indiana; Franciscan St. Elizabeth Health, Crawfordsville, Indiana; Franciscan St. Elizabeth Health, Lafayette East, Indiana; Franciscan St. Elizabeth Health, Lafayette Central, Indiana; Franciscan St. Francis Health, Beech Grove, Indiana; Franciscan St. Francis Health, Indianapolis, Indiana; Franciscan St. Francis Health, Mooresville, Indiana; Franciscan St. James Health, Chicago Heights, Illinois; Franciscan St. James Health, Olympia Fields, Illinois; Franciscan St. Margaret Health, Hammond, Indiana; Franciscan St. Margaret Health, Dyer, Indiana; and Franciscan Healthcare, Munster, Indiana

Nina Engleman, Executive Director, Partners In Health, Inc. ("PIH") In 1993 St. Bernard Hospital's physicians and administrators came together to develop a physician hospital organization ("PHO"). The result is Partners In Health, Inc., an integrated delivery system of eighty physician members and stockholders providing health care services in the office setting and at St. Bernard Hospital.

Partners In Health seeks to enhance patient access, lower costs, and improve quality of care by contracting with managed care organizations and managing patient care with physician oversight. Current risk agreements include Family Health Network, Harmony Health Plan, HMO Illinois and Blue Advantage HMO.

Partners In Health is a true partnership between physicians and St. Bernard Hospital. There are three physician board members representing a variety of specialties and three Hospital members. Both groups have an equal voice in running Partners In Health.

Timothy Egan, President and Chief Restructuring Officer, Roseland Community Hospital ("RCH") For more than 85 years, Roseland Community Hospital has provided comprehensive healthcare services on Chicago's far South Side in an acute care setting. Services include inpatient, outpatient and emergency care as well as community education workshops. RCH is a true community partner and economic engine for the Greater Roseland Community. Facing sweeping national health care reforms, RCH remains committed to its mission of providing quality care and patient centered services. RCH is a family of over 400 employees who are dedicated professionals and committed to their patients. The institution has stayed true to its roots and has provided a great community benefit by focusing on treatment, prevention and education. Simply irreplaceable, RCH will remain vibrant for many years to come thanks to its valuable mission. RCH combines the specialized expertise of a

large hospital with the personalized attention of a smaller setting. RCH provides a full spectrum of pediatric and adult care services from primary to family medicine to advanced specialty care. Roseland Community Hospital has earned The Joint Commission's Gold Seal of Approval® for accreditation by demonstrating compliance with The Joint Commission's national standards for health care quality and safety in laboratories. The accreditation award recognizes Roseland Community Hospital's dedication to continuous compliance with The Joint Commission's state-of-the-art standards.

Tim Caveney, President and CEO, South Shore Hospital ("South Shore) South Shore Hospital is a non-profit, 136-bed, independent, general acute care hospital located at 8012 S. Crandon Ave, in the southeast side of Chicago. The hospital is a safety net hospital with a Medicaid utilization rate well above 50% and w a very high uninsured population. South Shore's charity care has been running at about 5% of patient days at an annual cost of over \$3.5 million. South Shore is committed to providing appropriate care to each patient, regardless of race, color, creed, and financial status. South Shore's Medicaid and Uninsured lives are about 8,000.

Charles Holland, President and Chief Executive Officer, St. Bernard Hospital and Health Care Center ("St. Bernard") St. Bernard Hospital is the only general hospital in closest vicinity of the Englewood, West Englewood, Greater Grand Crossing, Auburn Gresham, Chatham and Woodlawn neighborhoods with nearly one-half million people living in the most common zip codes we serve. A safety-net hospital, 62% of the people served by St. Bernard are covered by Medicaid, and nearly 20% of patients who have no health insurance.

Founded by the Religious Hospitallers of St. Joseph and sponsored by Catholic Health International, St. Bernard does not turn people away who cannot afford to pay for services. Annually, St. Bernard provides more than \$18 million in uncompensated care, which is more than 10% of our operating revenue.

St. Bernard provides inpatient and outpatient services at its main campus, and outpatient services at our Clinic at Walmart. An acknowledged leader in emergency medicine, St. Bernard also offers low-income families and patients with special needs, access to quality dental care, and essential women's health services at no cost to thousands of uninsured women. Obstetrics at St. Bernard is a stand out success, as are St. Bernard's mental health and medical

Detox units. St. Bernard strives to provide vital services to South Side communities.

Biographies of the individuals listed above are included with this Letter of Intent as Appendix A.

Provide a high-level description of your expected governance structure including who will participate on the governing board and the responsibilities of the governing board.

The Chicago South Side ACE will include members from each provider partner hospital and FQHC listed above as well as, primary care, specialty care, and behavioral health. We expect the Operating Agreement will define the members' relations with each other and with third parties and prescribe rules for operation and management of the entity.

Among their other duties, the Managing Members, who will be participating providers, will be responsible for the finances of the Chicago South Side ACE; promote integration and the sharing of clinical data among and between members; monitor and assure adherence to quality standards; and establish committees, including a Consumer Advisory Board and a medical affairs committee chaired by the Chicago South Side ACE's Medical Director.

What are the main operating agreements that will have to be developed with the primary members?

This ACE will form a Limited Liability corporation and will need the statutorily-required Operating Agreement. There may also need to be Shared Services or Affiliation Agreements.

To what extent has work started on developing these arrangements?

The Chicago South Side ACE is seeking legal counsel to prepare the documentation necessary to form the new entity. Counsel would also be engaged to prepare any necessary Operating Agreement(s).

When will the remaining work be completed?

We anticipate that the Operating Agreement and any other required agreements will be completed prior to the contract start date.

3. **Network**

Provide a high-level summary of the Providers who have agreed to participate in your network and a summary of other Providers that the ACE plans on recruiting to participate in their network.

PCPs, Specialists and hospital-employed physicians have agreed to participate in Chicago South Side ACE, as have the FQHC physicians, social workers, RNs, LPNs, nurse practitioners and dentists. Chicago South Side ACE will recruit additional providers from behavioral health, primary and specialty care providers, social service providers, nurses and home health personnel as necessary to its effective operation.

4. **Financial**

Please provide a description of the financial resources available to the ACE including the sources of funding for upfront expenses.

All participants in Chicago South Side ACE have agreed to make financial contributions to fund establishment of Chicago South Side ACE and to cover other upfront expenses.

In-kind contributions from the Family Health Network and Apex Healthcare, Inc. are ongoing in the form of back-office support.

5. **Care Model**

Give an outline of your care model, including your plan for care coordination and how your governance structure and financial reimbursement structure support your care model. At this point, we are not expecting a full description of your care model, just a high-level summary of the major components of your expected Proposal.

Chicago South Side ACE will be an integrated delivery system including participation from and coordination among primary care, specialty care, hospitals and behavioral health providers. Participants in Chicago South Side ACE all have protocols for coordinating care which will likely form the basis for Chicago South Side ACE's care coordination policies. Necessary and appropriate referrals will be coordinated by the care coordinators and discharge planners to social and health education providers and for transportation.

Care Coordinators will perform a comprehensive health risk assessment to assess physical, functional, and psycho-social needs of the enrollee. With collaboration by the enrollee, an individualized care plan will be

developed. Care intensity will also be determined to allow appropriate stratification of the enrollee.

Our financial model for the first eighteen months is initially predicated on the cost neutral care coordination fees to be paid by the State and the option for additional shared savings pending federal approval. Months 19-36 the funding strategy is a pre-paid, capitated model for all covered medical services with alignment of incentives, quality targets, and shared savings with the providers of services. In the fourth and subsequent years, Chicago South ACE will be a full-risk capitated model.

Chicago South Side ACE will implement a Pay for Quality program that will reward providers for excellence in quality as measured by a robust set of metrics appropriate for the population served. We will also implement a shared savings program that will reward providers for focusing patient health management and reducing preventable complications that often result in unnecessary emergency room visits, hospitalizations, and readmissions.

Chicago South Side ACE's governing body will set policy, develop and implement a model of care, establish best practices, set and monitor quality goals, assess performance, address deficiencies and facilitate dispute resolution.

6. **Health Information Technology**

How will clinical data be exchanged? ACEs must have the capacity to securely pass clinical information among its network of Providers, and to aggregate and analyze data to coordinate care, both to make clinical decisions and to provide feedback to Providers.

A number of Chicago South Side ACE participants are currently live on Meditech and are members of the MCHC Health Information Exchange. The FQHCs use NextGen and all participants are committed to becoming party of ILHIE.

Chicago South Side ACE will use a clinical care management system (CCMS) to document case management processes, create individualized care plans and report on enrollee and population specific outcomes.

Claims adjudication, concurrent review and care management will be performed by Apex Healthcare, Inc. Apex Healthcare, Inc. is a certified vendor in Illinois Department of Central Management Services' Business Enterprise Program (BEP) for Minorities, Females and Persons with Disabilities.

7. **Other Information**

Please provide any other information that you think will enable the Department to understand and meet your needs or the general needs of potential ACEs.

Family Health Network ("FHN") will provide operational support for the development of the Chicago South Side ACE in the areas of Information Technology, Medical Management, Compliance and Network Development and Administrative Services.

FHN is a not-for-profit Managed Care Community Network serving Chicago and Cook County and is connected to a network of safety-net hospitals and community providers. FHN has over 15 years of experience providing access to cost effective quality health care for people who could not otherwise afford it through enrollment in FHN's health plan.

The members of Chicago South Side ACE are continuing work on the development of their ACE and look forward to submitting a Proposal to your Department on or before January 3, 2014.

Sincerely yours,

x 

St. Benard Hospital
Charles Holland (President and CEO)

Appendix A

Aunt Martha's Youth Service Center

Raul Garza, Chief Executive Officer

Raul was born in Chicago, Illinois. He served 10 years in the United States Air Force as an Executive and Budget Officer. He came to Aunt Martha's in 1993, serving for nine (9) years as Chief Financial Officer before assuming the role of Chief Operations Officer in 2002. Mr. Garza assumed his current role as CEO in January of 2009.

Raul's ability as a health care leader was recognized in 2005 when he was awarded by the UCLA Anderson School of Business the most outstanding community health improvement project in the country.

Raul is responsible for translating the vision of a human service agency with the ability to provide fully-integrated health care services into an operational reality. Since early 2007, Raul is expanding on his vision of cross-integrating internal services to what today is called "coordinated care. His uncompromising vision in which every activity the organization and staff participate in is undertaken with the health and well-being of its patients and their families at its center.

Raul's experience and knowledge as a leader comes not just from 20 years in an executive role at Aunt Martha's, but in his work to earn three Masters degrees: a Masters of Science degree in Communications from Northwestern University; an MBA from the University of Chicago's Booth Graduate School of Business; and a Masters of Science degree in Public Service from DePaul University. That work has been bolstered by his completion of the *Managing Healthcare Delivery* (2010) and *Emerging Issues in Healthcare* (2013) programs at Harvard University Business School.

Beloved Community Family Wellness Center

Margie Johnson, MS, Chief Executive Officer

Margie Johnson, MS, is a high-impact, results-oriented Executive Director and Team Leader in the not-for-profit sector, with more than 25 years of solid experience in health care and social services organizations. She is committed to improving the quality of life and the total well being of the poor, uninsured, and underserved families who reside in impoverished communities of Chicago. Ms. Johnson is the Executive Director of the Beloved Community Family Wellness Center ("BCFWC"), a community health center serving the medically disadvantaged residents of Englewood, West Englewood, and surrounding communities. She is proficient in program management, strategic planning, fiscal management, managed care, marketing, and fund raising. Ms. Johnson is an active advocate for health and social services for underserved communities within Chicago. She strongly believes in creating alliances with community leaders and organizations, philanthropic organizations, legislator and regulators, and health care providers. Ms. Johnson asserts that accessible, quality, and timely healthcare must be in place to improve

the quality of life of residents within Chicago communities. She is committed to the mission of the Beloved Community Family Wellness Center. The mission focuses on providing holistic, comprehensive, accessible, and quality primary health care and social services programs to individuals within the community. Her goal at BCFWC is to establish and promote preventive and holistic health care and to help make “good health” a right to all.

Ms. Johnson has a Master’s of Science in Public Administration, from DePaul University and a Bachelor of Science in Nutrition & Dietetics from Northern Illinois University. She has completed an Administrative Fellowship through the Bureau of Primary Health Care at John Hopkins University.

Chicago Family Health Center (“CFHC”)

Warren J. Brodine, Chief Executive Officer

Warren J. Brodine joined Chicago Family Health Center (CFHC) as CEO in 2008. He manages an operating budget of more than \$20 million and oversees 230 staff members, including physicians, dentists and behavioral health providers. Under Brodine’s leadership, CFHC has achieved success in many key areas – including improvements in quality management, implementation of a comprehensive electronic health record system, and establishment of the Chicago Family Health Center Foundation. He also helped the organization expand its reach by opening its fourth health center on Chicago’s East Side in 2009, and its fifth center in Chicago Lawn in 2010.

In 2011, Brodine spearheaded the opening of a dental suite at CFHC’s Chicago Lawn site three years ahead of schedule, thanks in part to a generous grant from the Illinois Children’s Healthcare Foundation. CFHC also secured federal funds to build a replacement facility, which will open in 2013, for the current antiquated Pullman site to enhance operational efficiencies and clinical effectiveness. CFHC will also receive New Market Tax Credits for the project, which will revitalize the 115th street corridor between Forestville Avenue and St. Lawrence Street in the historic Pullman neighborhood.

Before joining CFHC, Brodine was Director of Healthcare Consulting for RSM McGladrey Inc., a leading business and accounting consulting firm that focuses on community health centers. He also was Director of Strategic Initiatives for Access Community Health Network in Chicago, Chief Operating Officer of the Rodgers Health Center in Kansas City, Mo., and Deputy Director of the Missouri Primary Care Association.

Brodine serves on several boards, including the Southeast Chicago Development Commission and CQuest America, the nation’s leading developer of information systems for the Women, Infants and Children (WIC) program, and a provider of other health-related information technology services. He is also an active member of

the National Association of Community Health Centers, the South Side Health Collaborative and the Medical Home Network.

Brodine earned a bachelor's degree at Indiana University, where he also did his graduate work in education. In addition, he attended Université Laval in Québec City, Canada.

**Christian Community Health Center
Ken Burnett, Chief Executive Officer**

Mr. Burnett has an extensive background in leading health care and social service agencies at the forefront in providing a continuum of services. Mr. Burnett leads through ingenuity, collaboration and sound organizational practices. With nearly two decades of experience in fiscal, personnel and risk management of government contracts, he has a proven record of community building, advocacy and program development.

Appointed Chief Executive Officer of CCHC in November 2011, Mr. Burnett assumed responsibility for agency operations while guiding and providing leadership for resource development, staff deployment, strategic planning/implementation and the maintenance of a fiscally solvent organization.

Prior to his appointment as CEO, Mr. Burnett served as CCHC's Chief Programs Officer, providing oversight for Behavioral Health Services, Social Specialized Services, West Side Services and Part A & C Health Care Services. During that tenure he also served as the principal investigator for grants administered through federal, state and city agencies.

Mr. Burnett earned a Bachelor of Science in Criminal Justice from Chicago State University and a Master of Science in Human Service Administration from Spertus Institute of Jewish Studies in Chicago, Illinois. He is a Member of the Service Provider Commission Executive Committee for the Chicago Alliance to End Homelessness and the Illinois Primary Health Care Association's Legislative and Insurance Committees.

**Franciscan St. James Health
Seth C.R. Warren, President**

Seth has over 20 years in the healthcare field. Having started in human resources at a couple of hospitals in the Philadelphia/New Jersey market, Seth went on to work for a healthcare turnaround firm The Hunter Group before moving into hospital management. Seth has spent the last 15 years with Franciscan Alliance (formerly Sisters of St. Francis Health Services), a 13-hospital Catholic healthcare system based in Mishawaka, Indiana where he has served in leadership roles in three of their four regions. Seth currently serves as Regional CEO for Franciscan Alliance's South Suburban Chicago Region (Illinois) properties. Seth received his undergraduate degree from the University of Richmond in Virginia, and his MBA

from Syracuse University in New York.

Partners in Health ("PIH")

Nina Engleman, Executive Director

Appointed Executive Director in 2001, Nina Engleman has been charged with the overall operation of PIH for more than a decade. During her tenure with PIH enrollment has doubled and currently exceeds 18,000 covered lives. Nina has brought over 20 years of health care management experience to her leadership role and spent over half of her career working with the underserved Medicaid population. Her experience includes work in health care consulting, network development and contracting. She has successfully managed medical groups, billing companies and physician hospital organizations.

Nina received her bachelor's degree from the College of St. Francis, where she graduated *magna cum laude*, and her master's degree in business from Governors State University. She is a registered medical technologist, MT (ASCP) with ten years of clinical experience. By participating in the Chicago South Side ACE, Nina is confident that PIH will be able to serve a vital population in Englewood that will benefit from the services offered and the ability of PIH to coordinate care, improve outcomes and control costs.

Roseland Community Hospital

Timothy Egan, President and Chief Restructuring Officer

Tim Egan is currently serving as the President and Chief Restructuring Officer of Roseland Community Hospital in Chicago. Egan formerly served as Vice President at Norwegian American Hospital in Chicago's Humboldt Park Community and his responsibilities ranged from External Affairs and Governmental Relations to management of the Outpatient Ambulatory Clinic operations.

As a contributing member of the senior management, his extensive hospital management experience includes creating outpatient focused programs that consist of primary care, immediate care, occupational health, Intensive Outpatient Programs (IOP) that focus on behavioral health and a wide range of specialty clinics including ophthalmology, oncology/infusion, and orthopedics.

As an expert who can identify community needs, Egan has created programs that have become relied upon community assets such as the "Care-A-Van," which provides physicals and immunizations to children where they go to school, play and worship. The "Care-A-Van," created in 2007, has provided over 20,000 individual services and has been entirely funded by private grant awards.

Egan is now responsible for the restructuring of Roseland Community Hospital and creating a sustainable health care model that will adapt to health care reforms and meet the needs of the community. Egan has a Master's Degree in Nonprofit Administration from North Park University and a Certificate in Managed Care Strategy from Northwestern University's Kellogg School of Management.

Additionally, Egan service on the Illinois Department of Child and Family Services Advisory Board.

South Shore Hospital

Tim Caveney, President and CEO

Timothy Caveney was elected by the Board of Directors of South Shore Hospital to be the President and CEO of the hospital in March of 2013. Previously, he held a key management role in the hospital as the Chief Financial Officer since 1999 where, in addition to directing all of the financial aspects of the hospital, he managed the expansion of Hospital services to include a new 15 bed Geriatric Psych unit. Mr. Caveney has brought over 22 years of health care management experience to his leadership role, including ten years in managed care and insurance areas. He is a voting member of the hospital board of directors.

Mr. Caveney is a CPA and has earned a Masters of Business Administration from the University of Chicago.

St. Bernard Hospital (St. Bernard)

Charles A. Holland, President and Chief Executive Officer

Charles Holland is president and chief executive officer of St. Bernard Hospital and Health Care Center. He assumed leadership of the Hospital on January 1, 2013. He formerly served as vice president, Planning and Development.

Since joining the senior leadership team of St. Bernard in 1998, Mr. Holland has been instrumental in helping to build the stature of the hospital as an institutional community development leader. He led the work on Bernard Place, the Englewood hospital's affordable housing project, which won the prestigious Richard H. Driehaus Award for Outstanding Nonprofit Neighborhood Real Estate Project in 2004. And guided the development of pivotal programs for which he raised more than \$5 million, namely, the Pediatric Mobile Health Unit and The Dental Center. As the leader of St. Bernard's strategic planning efforts, Mr. Holland is the point person for the development of the hospital's ambitious Facility Master Plan.

Prior to joining St. Bernard, Mr. Holland worked in a variety of managerial capacities, with expertise in strategic planning, communications, fundraising and business. He has experience from the non-profit and for-profit sectors including the Archdiocese of Chicago (under Joseph Cardinal Bernardin), the U.S. Department of Health and Human Services, Montgomery Ward & Co. and the Montgomery Ward Foundation, and a Boston health planning council.

Mr. Holland earned a Bachelor of Arts degree in sociology and social work from the University of Akron, and Master of Arts degrees in social service administration from the University of Chicago and in health law from Loyola University, Chicago. In 2011 he completed the Ministerial Leadership Preparation Program of the Francis Cardinal George Center for Ministerial Development, a program designed to prepare lay leaders to assume leadership of Catholic healthcare organizations.